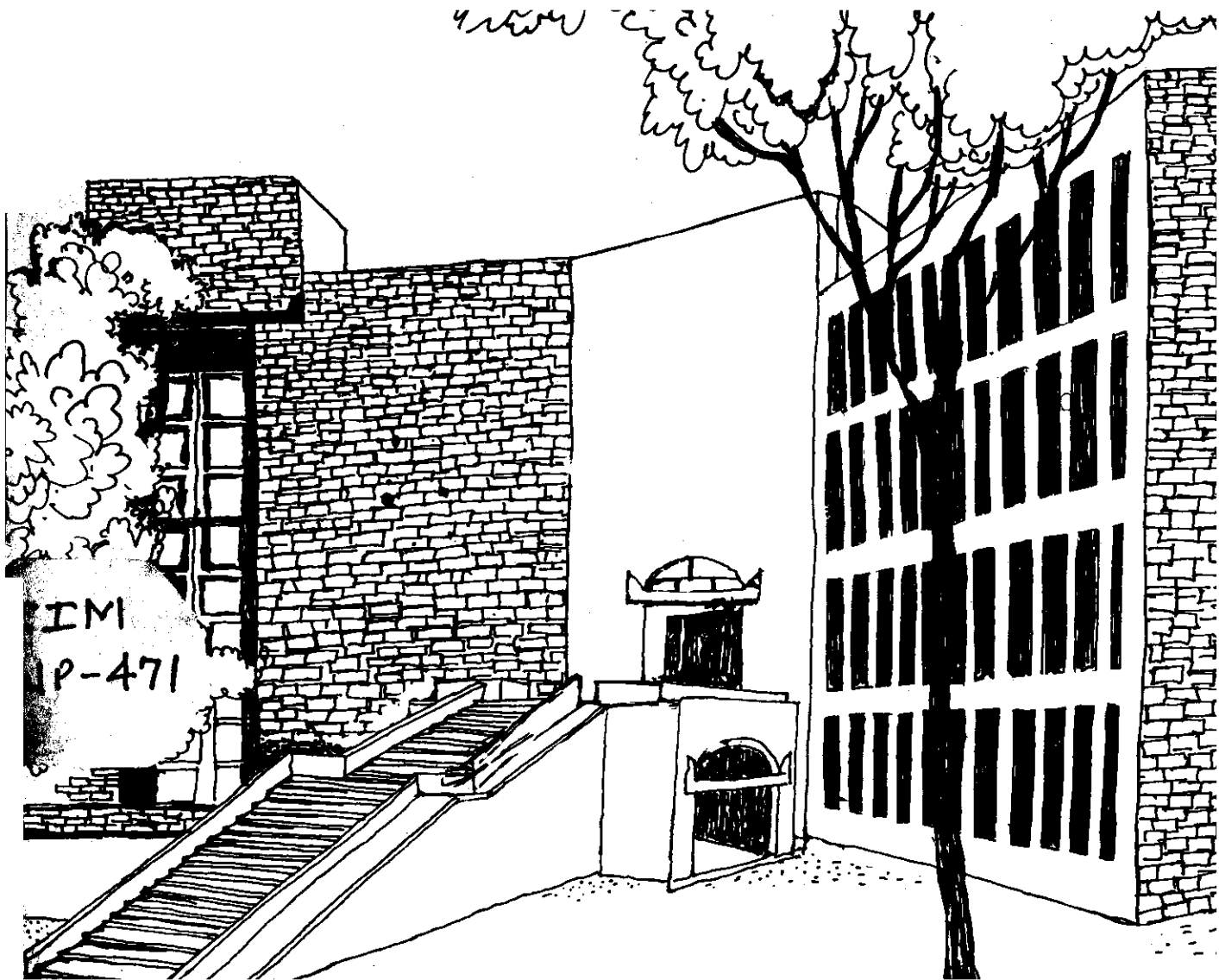




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# Working Paper



THE MOTIVATIONAL FORMULATION OF  
JOB AND WORK INVOLVEMENT:  
A CROSS-NATIONAL STUDY

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The Motivational Formulation of Job and Work Involvement:  
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The Motivational Formulation of Job and Work  
Involvement : A Cross-national Study<sup>1</sup>

This paper extends the motivational formulation and measurement of job and work involvement constructs (Kanungo, 1982b) and tests its pan-cultural implications by reporting on two studies conducted in West Germany and India. Data on the empirical properties of the new job and work involvement measures establish their reliability and validity. The cross-national generalizability of predictions derived from the motivational formulation are supported. Usefulness of the motivational framework for future research on involvement in relation to certain desired outcomes are indicated.

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The decision to conduct the study in the FRG and India were influenced by such considerations as, finding diverse cultural settings for the test of the motivational model, the common research interest shared by the authors, and the availability of opportunities and support for the study.

In recent years, the study of ~~the~~ <sup>Job</sup> involvement has advanced from a descriptive and atheoretical stage to a more theoretically grounded and explanatory stage. Reviews of research in this area over the last two decades (Rabinowitz & Hall, 1977; and Hollenback, Conally, & Rabinowitz, 1982) bears testimony to this trend. The most recent motivational formulation of the construct "involvement" by Kanungo (1979) in two clearly distinguishable contexts, (1) involvement with a "specific job" and (2) involvement with "work in general" (Gorn & Kanungo, 1980; Kanungo, 1981) and the development of valid instruments to measure them (Kanungo 1982a) represent major inputs toward this advancement. Kanungo (1982b, 1983) has also suggested that unlike many job and work involvement models proposed by both sociologists (e.g. Blauner, 1964; Seeman, 1959, 1971) and psychologists (e.g., Lodahl & Kejner, 1965; Saleh & Hosek, 1976) the motivational model has pan-cultural applicability. Although some recent studies (Kanungo, 1982b, Misra & Kalro, 1981) have provided empirical support for several hypotheses derived from the motivational formulation of involvement concepts, the pan-cultural implications of the formulation has not yet been tested. The studies reported here represent an attempt to test such implications.

The research reported here had two objectives. The first was standardization of Kanungo's new job and work involvement measures developed in Canada by examining their empirical properties in two other nations, the Federal Republic of Germany (FRG) and India. The second was to test three hypotheses derived from the motivational formulation on samples of German and Indian employees and compare these results with those obtained in the Canadian study to check on the cross-national generalizability of the formulation.

### Motivational Formulation of Involvement Concepts

Reviewing extensive literature on job involvement Kanungo (1979, 1981) found that past conceptualizations of the construct "job involvement" are a jumble. Specifically, numerous and diverse conceptualizations in this area do not distinguish between job involvement and intrinsic motivation; the "state of job involvement" is clubbed with its presumed causes and effects and described as both a cognitive and an effective state of the individual. Furthermore, the terms "job" and "work" are used interchangeably, as if synonymously, in many prevailing conceptualizations of job involvement. For these reasons, Kanungo concluded, previous treatments of the concepts carry surplus meanings; job involvement is not necessarily a multidimensional construct as conceived and measured by the new familiar Lodahl and Kejner (1965) and other scales (e.g. Blood 1969; Shepard, 1971; Saleh & Hosek, 1976).

According to Kanungo (1982a), an individual can show personal involvement in two distinctly different contexts; (a) involvement in a particular job and (b) involvement in 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 (or with work in general) depends on 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 (or work). Viewed in this way, job involvement and work involvement cannot be reflected accurately when measured by existing instruments" (Kanungo, 1982b; p.97). He has therefore,

developed a set of new measures of job and work involvement for use in future research.

It may be noted that the motivational approach to studying involvement embodies a new way of thinking, a way that is out of phase with conventional wisdom in this area. First, in contrast with the widespread assumption that satisfaction of intrinsic needs is a necessary condition for job involvement, the motivational approach views this as a function of degree of satisfaction with one's salient needs, be they intrinsic or extrinsic. Thus intrinsic need satisfaction may be a sufficient but not a necessary condition for job involvement. Gorn and Kanungo (1980) as well as Misra and Kalro (1981) have provided evidence supportive of this view. Second, the motivational formulation contests the commonly accepted notion that the work values espoused in Protestant Ethic alone promote work involvement. Kanungo (1982b) argued that work involvement is largely determined by past socialization that promote work as central to a person's life. This centrality may be a result of western (Protestant Ethic) socialization patterns which value individualism and promote in these societies the saliency of needs such as, achievement, autonomy, and control. It may also result from distinctly different cultural influence and socialization patterns which value collectivism as in India and Japan. Thus Protestant Ethic socialization may be a sufficient, but not a necessary condition for work involvement.

Kanungo's Canadian study (1982a) is the only one which directly tested the motivational framework by addressing the interlocking aspects of the involvement constructs and their measurements concurrently. Results of this study indicate that the new job and work involvement measures have

passed the tests of reliability and validity as well as support predictions derived from the motivational framework. As expected, job satisfaction had a stronger relationship with job involvement than with work involvement; job involvement yielded stronger relationship with salient than with nonsalient need satisfaction where as such a pattern of relationship was not obtained for work involvement; the level of job involvement of primarily extrinsically motivated individuals did not differ from that of primarily intrinsically motivated individuals when the levels of job satisfaction were controlled for both groups.

With this preview of where the evidence pertaining to the motivational approach to studying involvement phenomena has led, we now present some of the considerations that entered into our decision to conduct the cross-national research reported here.

#### Cross-national Research Rationale

Although Kanungo's study provided clear support for the motivational formulation, one study conducted in the Canadian context may be a straw in the wind. It was therefore felt necessary to test the veracity of the motivational formulation in different socio-techno-cultural settings. Comparison of various replications of the Canadian study would be all the more valuable for the simple reasons that the motivational formulation takes a pan-cultural view of involvement notions (Kanungo,1983) and is still at an embryonic stage.

In view of the above considerations, the psychometric properties namely, reliability, dimensionality, convergent and discriminant validities



of the new job and work involvement scales should be reexamined in other socio-cultural contexts besides Canada. This effort to standardize the new measures of involvement, as already stated, was the first objective of our research.

Next, if the goal of generalizing from the motivational formulation is to be seriously pursued, comparisons of hypothesized results that obtain over heterogeneous samples, cultural settings etc., are called for. The second objective of our study addressed this issue. Specifically, the following hypotheses were tested.

Hypothesis 1. There will be stronger association between measures of job involvement and job satisfaction than between measures of work involvement and job satisfaction in both FRG and Indian samples.

This is based on the fact that job involvement stems primarily from the perception of need satisfying potential of the job, where as work involvement is more a matter of past socialization and cultural conditioning.

Hypothesis 2. Measures of job involvement will be more strongly associated with the satisfaction of most important (salient) rather than least important (nonsalient) needs on the job in both FRG and Indian contexts.

This hypothesis directly flows from the motivational formulation since satisfaction of salient needs are assumed to be more crucial in increasing job involvement rather than the satisfaction of nonsalient needs. However, satisfaction of either salient or nonsalient needs may not directly influence work involvement which is a historically caused normative belief and somewhat less dependent on satisfaction with the present job outcomes.

Hypothesis 3. In FRG as well as in India, extrinsically motivated individuals (with salient extrinsic needs) are as likely to be involved in their jobs as intrinsically motivated individuals (with salient intrinsic needs) provided their present levels of job satisfaction are equal.

This hypothesis was based on the notion that job involvement springs from salient need satisfaction, be they intrinsic or extrinsic.

## Method

### The Questionnaire

The study employed a number of measures in the form of a three-part questionnaire described below. Part I contained job related measures (instrumentality, satisfaction, and involvement). Part II contained work involvement measures. Part III elicited demographic information.

Job instrumentality measure. Respondents ranked 15 job factors according to their perceived importance. Following Lawler's scheme of classification (1973), eight of the factors were organizationally controlled extrinsic job factors; four were interpersonally mediated extrinsic factors; the remaining three were intrinsic job factors.

Job satisfaction measure. Respondents were asked to indicate on a six-point verbally labeled, (1 - extremely dissatisfied to 6 - extremely satisfied) ordinal scale their level of satisfaction in their present job with respect to each of the 15 job factors ranked earlier. In addition, they were to indicate their satisfaction with their present job from an "overall consideration" on an identical scale. The reliability and validity of these two instruments were established in earlier studies (e.g. Kanungo, Misra, & Dayal, 1975; Gorn & Kanungo, 1980).

Measures of job involvement. Three measures in different formats -- an eight item semantic differential measure (JISD); a 10 item questionnaire measure (JIQ); a two item graphic measure (JIG) -- were used for this purpose. These measures were purported to reflect a person's cognitive state of psychological identification with the specific job he/she held.

Measures of work involvement. Three work involvement scales -- an eight item semantic differential scale (WISD); a two item graphic scale (WIG); a six item questionnaire (WIQ) -- were used. These measures were purported to reflect the normative belief about the value of work and its centrality in one's life. The specific items of the satisfaction and involvement scales are listed in Kanungo (1982a, pp.342-343).

The entire questionnaire was translated from English to German by following the translation-retranslation procedure. The German version was used in FRG and the English version was used in India.

#### Sample and Procedure

Federal Republic of Germany. Analysable data were obtained from 929 West Germans employed in middle to senior level positions in a wide variety of organizations of varying size. These organizations also represented a mix of manufacturing, service, and distribution activities in public, private, and government enterprises.

Two approaches were followed to obtain respondent cooperation for participation in the study. First, cooperation of several top executives of various organizations was sought through personal contacts. These executives on their part solicited the cooperation of their organizational colleagues at various levels and provided names of the persons willing to participate

in the study. Then the questionnaire were directly mailed to respondents with a request to respond to each item therein freely and frankly and return the same by mail. The rate of return in this case was approximately 90%. Another approach to obtain respondent participation was to seek cooperation from executives participating in several short duration management development programs.

India. Usable data from 276 middle and senior level executives were obtained during their participation in various short duration executive development programs. These executives also represented a wide variety of organizations in the public and private sectors engaged in a balanced mix of manufacturing, service, and distribution activities.

All respondents were explained through a form letter and also verbally whenever possible that this was a cross-national study and the general conclusions rather than individual results were the primary concern of this research. In addition, each respondent was assured that the study had been initiated with the support of the Alexander von Humboldt Foundation and the Indian Institute of Management and not commissioned by the top management of any employing organization. It was emphasized that the basis of their participation was entirely voluntary and the information provided would be held in confidence.

## Results

### Demographic Data

Federal Republic of Germany. The FRG sample (N=929) was heterogeneous in composition in that the respondents were employed in various classifiable sectors namely, business, industry, public administration, and academic

research. Employees belonging to the first three categories were nearly equally represented. Respondents from the academic/research sector were fewer. On the whole, 33% were from the public sector, 39.7% from the private sector and the remaining from the cooperative and other sectors. 80% of the employees came from small-to-medium size organizations. Over 93% of the respondents were male and females were a little over 6%. For the total sample, the average age was 44 years ( $\underline{M}=43.7$ ;  $\underline{SD}=9.5$ ); more than 2/3 had college education; close to 85% were married; the gross yearly income ranged from 40,000 DM to more than 150,000 DM. In terms of organizational tenure which ranged from below 5 to above 20 years, the sample was evenly distributed. There were no appreciable differences among various sectors in terms these demographic characteristics.

India. The Indian sample ( $\underline{N}=276$ ) in comparison with the FRG sample was relatively less heterogeneous in terms of employee representation from diverse sectors of activity. However, the sample composition was heterogeneous in other respects. 65.6% of the respondents came from public sector corporations and government departments; 25% were from the private sector and the remaining 9.4% were from the cooperative sector and other organizations. 60% of the Indian sample came from large size organizations. These organizations represented a mix of manufacturing, service and distribution activities. Close to 90% of the respondents were male and 10% were female. For the total sample, the average age was 40 years ( $\underline{M}=39.5$ ;  $\underline{SD}=7.7$ ); more than 2/3 had college education; nearly 80% were married; the gross yearly income ranged from Rs.20,000 to more than Rs.50,000.

### Empirical Properties of the Involvement Scales

The means and standard deviations of the six involvement scales for the FRG sample were : JISD :  $\underline{M} = 18.70$ ,  $\underline{SD} = 6.20$ ; WISD :  $\underline{M} = 16.90$ ,  $\underline{SD} = 5.40$ ; JIG :  $\underline{M} = 10.90$ ,  $\underline{SD} = 2.10$ ; WIG :  $\underline{M} = 10.70$ ,  $\underline{SD} = 2.20$ ; JIQ :  $\underline{M} = 39.40$ ,  $\underline{SD} = 9.10$ ; WIQ :  $\underline{M} = 22.60$ ,  $\underline{SD} = 5.30$ . The corresponding values for the Indian sample were : JISD :  $\underline{M} = 17.90$ ,  $\underline{SD} = 7.70$ ; WISD :  $\underline{M} = 16.20$ ,  $\underline{SD} = 6.90$ ; JIG :  $\underline{M} = 11.2$ ,  $\underline{SD} = 2.20$ ; WIG :  $\underline{M} = 11.40$ ,  $\underline{SD} = 2.10$ ; JIQ :  $\underline{M} = 43.30$ ,  $\underline{SD} = 8.00$ ; WIQ :  $\underline{M} = 27.40$ ,  $\underline{SD} = 4.50$ . The above values indicate approximately normal distribution of scores for each scale in both FRG and Indian samples.

#### Reliability

Table 1 presents the internal consistency coefficients of the six involvement scales and the job satisfaction measures obtained from the FRG and Indian samples along side those obtained from the Canadian sample published earlier. It can be readily observed that these coefficients are quite similar and the measures are adequately reliable across samples derived from the three nations. The correlations between the total score

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 Insert Table 1 about here  
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on the 15-item job satisfaction scale and the single item overall job satisfaction score as parallel form tests were .72 and .83 for FRG and India respectively.

#### Dimensionality of the Scales

The dimensionality of involvement scales using three different formats was tested by using principal component factor analysis followed by a varimax rotation.

Semantic differential scales. In the case of FRG sample, first factor loaded highly on WISD items (.62 to .72 for WISD and .09 to .22 for JISD), and the second factor loaded highly on JISD items (.47 to .78 for JISD and .09 to .28 for WISD). The two factors with eigenvalues of 5.92 and 2.65 explained 53.5% of the total variance (and 100% of common variance).

Data for Indian sample are very similar. First factor loaded on WISD items (.54 to .84 for WISD and .10 to .23 for JISD), and second factor loaded on JISD items (.56 to .75 for JISD and .08 to .26 for WISD). The two factors with eigenvalues of 6.65 and 2.97 explained 60% of the total variance (and 100% of common variance).

Questionnaire scales. In the case of FRG sample two clear interpretable factors emerged. A third factor loaded on a few items that required reverse scoring. First factor loaded on 6 out of eight JIQ items (loadings ranged from .59 to .73). The two items 'job is a small part of me' and 'I feel detached from my job' had loadings of .38 and .13 respectively. The first factor loadings on WIQ item were low ranging from .04 to .36. The second factor loaded highly on WIQ items (.58 to .72) and its loadings were low on JIQ items (.04 to .40). The two factors with eigenvalues of 7.31 and 1.58 explained 55.6% of the total variance (and 94.3% of common variance).

In the case of Indian sample, the same two interpretable factors emerged with a third factor loading on a few items requiring reverse scoring. The first factor loaded highly on 7 out of eight JIQ items (.36 to .74). The item 'job is a small part of me' had a loading of .27. The same factor had low loadings on WIQ items (.02 to .27). The second factor loaded highly on five of the six WIQ items (.35 to .79). The item 'work is a small part

of me' had a loading of .28. This factor had low loadings on JIQ items (.03 to .29). These two factors with eigenvalues of 5.06 and 1.81 explained 42.9% of the total variance (and 87.7% of the common variance).

Graphic scales. In the case of FRG sample two clear factors emerged. First factor loaded highly on WIG items (.72 and .97 for WIG items and .14 and .26 for JIG items). The second factor loaded highly on JIG items (.96 and .63 for JIG, and .29 and .13 for WIG). The two factors with eigenvalues of 2.38 and 1.02 explained 85% of the total variance (and 100% of common variance).

In the case of Indian sample, the same two factors emerged with eigenvalues of 2.19 and 1.0 explaining 79.7% of the total variance (and 100% common variance). The first factor loaded highly on WIG items and the second on JIG items.

Following such separate analyses for each type of scales, item scores from all six scales put together were again factor analysed for German and Indian samples.

In the case of FRG sample, four clearly interpretable factors emerged explaining 55.4% of the total variance (and 94.2% of the common variance). The eigenvalues of the four factors were 11.40, 3.78, 3.52 and 1.24. The first factor loaded highly on seven out of eight JIQ items (.46 to .80). The item "I feel detached from my job" did not load on this factor (.09). The second factor loaded highly on both WISD and WIG items (.61 to .73). The third factor loaded highly on JISD and JIG items (.44 to .78). Finally, the fourth factor loaded on WIQ items (.44 to .65).

In the case of Indian sample, the same four factors in a different order emerged explaining 50.8% of the total variance (and 85.1% of the common



variance). The eigenvalues of the four factors are 9.38, 3.96, 3.42 and 1.52. The first factor loaded highly on JISD and JIQ items (.38 to .75). The second factor loaded on WISD and WIG items (.34 to .81). The third factor loaded on 7 out of eight JIQ items (.31 to .73). The item of 'Job is a small part of me' had a lower loading (.27). The fourth factor loaded highly on five WIQ items (.31 to .79). The item 'work is a small part of me' had a lower loading (.23).

The above results suggest the following. (a) Keeping method constant, the two constructs of job and work involvement appear distinct and unidimensional. These results parallel the findings of the Canadian study (Kanungo, 1982a). (b) Items requiring reverse scoring may be avoided, as this might be causing confusion among the respondents. (c) Introduction of method variance suggests that both in FRG and Indian samples, questionnaire scales are viewed differently from semantic differential and graphic scales. The latter two scales are perceived to have greater degree of communality (perhaps due to minimal language component, and seven-point format), and therefore are differentiated from the questionnaire scales. Thus questionnaire scale should not be combined with the other two scales while measuring job or work involvement. It may be noted, unlike these results, method variance did not contribute significantly to the perceived dimensionality of the scales in the Canadian sample.

#### Convergent and Discriminant Validity

A validation matrix (Campbell & Fiske, 1959) containing all inter-correlations among the six involvement scales for both the FRG and Indian samples are presented in Table 2. The boxed correlations in Table 2 representing the validity diagonals were all statistically significant ( $p < .01$ )

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 Insert Table 2 about here  
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suggesting convergent validity of the scales. A closer inspection of the magnitude of correlations reveals higher levels of convergent validity of job and work involvement scales in the FRG sample compared with the Indian sample. Moreover, in the Indian sample, the WIQ scale showed a significant but somewhat weak relationship with the WISD ( $r = -.31$ ) and WIG ( $r = .33$ ) scales.

The discriminant validities of the scales were assessed in two ways: (a) by comparing the monotrait - heteromethod values (boxed correlations in Table 2) with the heterotrait-heteromethod values (nonboxed correlations in Table 2); (b) by comparing the monotrait-heteromethod values with the heterotrait-monomethod values (correlations within triangles).

The first type of comparison indicated that the boxed correlations were higher than the adjacent nonboxed correlations in every case suggesting discriminant validities of the scales. However, the second type of comparison is more desirable to establish adequate discriminant validities of the scales because of its stringency. In this type of comparison, the discriminant validities of the scales are established when the monotrait-heteromethod values (boxed correlations) exceed the heterotrait-monomethod values (correlations within triangles). This would indicate that common trait variance is greater than common method variance. This criterion was met in case of both the semantic differential and graphic scales of involvement (see the first four rows x columns matrix in Table 2). The questionnaire scales of involvement however, failed to satisfy this criterion. The validities of the JIQ and the WIQ scales for the FRG sample is questionable on the ground that the correlation reflecting common method variance ( $r = .64$  between JIQ and WIQ) is greater than the correlations reflecting common trait

variance ( $r_s = -.51, -.42, .64$  and  $.47$ ). Likewise, the validity of the WIQ scale for the Indian sample is questionable. In this case, the monomethod-heterotrait value ( $r = .43$ ) exceeds the monotrait-heteromethod values ( $r_s = -.31$  and  $.33$ ). The lack of adequate discriminant validity of the questionnaire measures is not variance with the Canadian study.

#### Hypothesis Testing

The first hypothesis that job involvement compared with work involvement would have stronger association with job satisfaction was supported by the results presented in Table 3. This table contains correlations of each of

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 Insert Table 3 about here  
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the involvement measures with two job satisfaction measures (the 15 item satisfaction scale and the single item overall satisfaction index). In both FRG and Indian samples, job involvement compared with work involvement measures had higher correlations with both job satisfaction measures. These findings were consistent with the findings reported in the Canadian study.

The second hypothesis that job involvement will be more strongly correlated with salient need-satisfaction than nonsalient need-satisfaction was tested in the manner identical to the Canadian study. Briefly, the perceived importance ranking of 15 job factors (job instrumentality measure) were analysed as follows. Each respondent's salient needs were defined as the two job outcomes that were ranked by him/her as 1st and 2nd in order of importance. The salient need-satisfaction score was the sum of satisfaction scores on these two items. Likewise, each respondent's non-salient needs were defined as the two job outcomes that were ranked as 14th and 15th in order of importance. The sum total of the satisfaction scores

on these items constituted nonsalient need-satisfaction score of the respondent. Table 4 represents the correlations of the six involvement scales

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 Insert Table 4 about here  
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with salient and nonsalient need-satisfaction measures. As expected, the results clearly support hypothesis 2. Stronger relationships of job involvement with salient as compared with nonsalient need-satisfaction was in evidence. However, there was one exception that pertain to the JIQ and salient need-satisfaction relationship in the Indian sample. Predictably, with respect to work involvement, salient need-satisfaction in the job was inconsequential in both FRG and Indian samples. In general, the results are consistent with the pattern of results obtained in the Canadian study.

The third hypothesis that intrinsically and extrinsically motivated individuals do not differ in their job involvement when their job satisfaction levels are equal was tested in the following manner. Adopting the procedure developed by Gorn and Kanungo (1980), one group of primarily intrinsically motivated and another group of primarily extrinsically motivated persons were identified in both FRG and Indian samples. This was accomplished first, by determining separately for FRG and India, the number of respondents ranking each of the 15 job factors (job instrumentality measure) as either the first or the second most important outcome. Using this information the two most important intrinsic factors and the two most important extrinsic factors for each sample were determined. For the FRG sample, the two intrinsic factors were interesting nature of work and responsibility/independence. The two extrinsic factors were security

and earnings. For the Indian sample, the two intrinsic factors were achievement and responsibility/independence; the two extrinsic factors were security and earnings. Next, only those respondents who assigned first or second ranks to the two intrinsic factors were selected to comprise the intrinsic group. Likewise, those who assigned first or second rank to the two extrinsic factors comprised the extrinsic group. From among 929 German respondents, 248 were found to be primarily intrinsically motivated and 71 were primarily extrinsically motivated. In the Indian sample the corresponding figures were 16 and 41, respectively.

Using the two groups in each sample, analysis of covariance was performed separately on scores obtained from each of the six involvement scales, treating job satisfaction score as the covariate. In the Indian sample, the results yielded no significant  $F$  values ( $p > .05$ ) in each case. In the FRG sample similar results were obtained in each case with the exception of the WIQ scale ( $F = 3.84$ ,  $p < .05$ ). Considering the fact the WIQ scale had questionable validity, these results confirmed hypothesis 3.

#### Discussion

Reporting on the new measures of job and work involvement based on the motivational formulation Kanungo (1982a) suggested that "the use of these scales can establish more meaningfully the cross-cultural validity and generalizability of findings related to job and work involvement" (p.349). The studies reported here represent the first effort in this direction. They provide standardized measures of job and work involvement in two culturally diverse countries which would aid future comparative research on involvement.

These studies also provide empirical support for the claim that motivational formulation of involvement has pan-cultural validity and generalizability. In three different countries, Canada, FRG, and India, hypotheses derived from the motivational formulation were consistently supported. The desirability of conducting such studies in heterogeneous socio-cultural settings is especially called for in view of Saal's assessment (1981) of implications of the motivational formulation for previous job involvement research. Based on the finding that the 20 item multidimensional Lodahl and Kejner measure and the three item (singled out from the 20 item scale) unidimensional cognitive measure yielded similar results, Saal concluded, "Kanungo's cognitively oriented definition of job involvement and the measurement restriction it implies, might be accepted without wreaking havoc on existing job involvement literature" (p.117). This conclusion is seriously flawed in that Saal's analysis is based on studies conducted in the American context where intrinsic orientation and job involvement are highly correlated; and job content more than job context characteristics are likely to be positively related to involvement. If however, one would conduct studies to compare the validity and predictive potential of Lodahl and Kejner scale and the new job and work involvement scales in diverse cultural settings where extrinsic needs are more salient, one may discover notable differences. Future studies in FRG and India along this line that would provide valuable information on this issue can benefit from the standardized measures available now.

With respect to the relative effectiveness of different measurement formats, the questionnaire scales (JIQ and WIQ) were found to have adequate convergent and discriminant validities in Canada (Kanungo, 1982a), whereas, in both FRG and India, they failed to meet the required validity criteria.

Such differences in results point to the need for development of independent and valid measures of job and work involvement in different countries. A scale considered satisfactory in one country may not be adequate in another. This is particularly true for questionnaire measures that rely heavily on language skills of respondents. Difficulties of translation and unique cultural determination of meanings may create problems of establishing validity of these measures across nations. Perhaps as Kanungo (1979) pointed out, involvement measures that do not require the linguistic competence of respondents, such as the graphic scales, should provide more valid data in comparative cross-national studies.

The evidence presented in this paper puts the motivational approach to involvement on firm footing. As a guiding conceptual framework for future research, it can be used in various ways. For instance, using the new measures comparative profiles of job and work involved employees can be drawn across nations. This implies that there is a need to reexamine the profile of the job involved person reported by Rabinowitz and Hall (1977). Another important line of inquiry pertains to the relationship between job involvement and mental health. It is commonly believed that job involvement is positively related to mental health and job alienation is related to poor mental health. However, the motivational formulation of involvement would predict the opposite. Kanungo (1982b) has fully explicated the reasons for such a prediction and has provided some empirical support for it. However, in view of the counter intuitive nature of this prediction (Srivastva & Cooperider, 1983) future studies in cross-national contexts are called for.

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Table 1

Reliability (Internal Consistency) Coefficients for Involvement and  
Job Satisfaction Scales

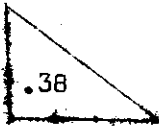
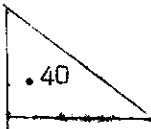
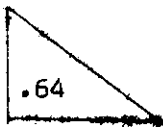
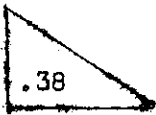
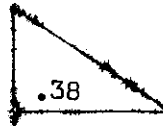
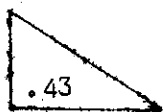
Scale <sup>a</sup>	Coefficient (Cronbach $\alpha$ )		
	FRG (N=929)	India (N=276)	Canada <sup>b</sup> (N=783)
<b>Job Involvement</b>			
JISD	.86	.89	.81
JIQ	.90	.83	.87
JIG	.79	.66	.70
<b>Work Involvement</b>			
WISD	.88	.91	.83
WIQ	.84	.73	.75
WIG	.85	.80	.68
<b>Job Satisfaction</b>			
15-item scale	.81	.88	.89

a For this and all subsequent tables JISD = Job Involvement Semantic Differential Scale (eight items); JIQ = Job Involvement Questionnaire (10 items); JIG = Job Involvement Graphic (two items); WISD = Work Involvement Semantic Differential (eight items); WIQ = Work Involvement Questionnaire (six items); WIG = Work Involvement Graphic (two items).

b Taken from Kanungo (1982a).

Table 2

Multitrait-Multimethod Matrix for the Involvement Scales in FRG and Indian Samples<sup>a</sup>

Scale	Semantic differential		Graphic		Questionnaire	
	JISD	WISD	JIG	WIG	JIQ	WIQ
FRG (N=929)						
Semantic differential						
JISD						
WISD						
Graphic						
JIG	<span style="border: 1px solid black; padding: 2px;">-.67</span>	-.30				
WIG	-.22	<span style="border: 1px solid black; padding: 2px;">-.67</span>				
Questionnaire						
JIQ	<span style="border: 1px solid black; padding: 2px;">-.51</span>	-.32	<span style="border: 1px solid black; padding: 2px;">.64</span>	.36		
WIQ	-.25	<span style="border: 1px solid black; padding: 2px;">-.42</span>	.34	<span style="border: 1px solid black; padding: 2px;">.47</span>		
Indian Samples						
Semantic differential						
JISD						
WISD						
Graphic						
JIG	<span style="border: 1px solid black; padding: 2px;">-.54</span>	-.25				
WIG	-.14	<span style="border: 1px solid black; padding: 2px;">-.50</span>				
Questionnaire						
JIQ	<span style="border: 1px solid black; padding: 2px;">-.46</span>	-.25	<span style="border: 1px solid black; padding: 2px;">.58</span>	.24		
WIQ	-.06	<span style="border: 1px solid black; padding: 2px;">-.31</span>	.15	<span style="border: 1px solid black; padding: 2px;">.33</span>		

a. Correlations enclosed in boxes represent validity diagonal or monotrait-heteromethod values; correlations enclosed in triangles represent heterotrait-monomethod values; the remaining correlations represent heterotrait-heteromethod values. Negative correlations are due to the reverse scoring of semantic differential scales. All correlations except one in the Indian sample are significant at the .01 level.

Table 3

## Correlation of Involvement Scales with Job-Satisfaction Measures

Scale	Job-Satisfaction Scale			Overall Job Satisfaction Index		
	FRG N=929	India N=276	Canada N=703	FRG N=929	India N=276	Canada N=703
JISD	-.53**	-.58**	-.27**	-.50**	-.57**	-.56**
WISD	-.21**	-.18**	-.01	-.13**	-.14**	-.08
$\bar{t}$	10.32**	7.30**	5.96**	11.71**	7.81**	12.79**
JIG	.42**	.46**	.65**	.39**	.12**	.55**
WIG	.10**	.10*	.24**	.02	.08	.06
$\bar{t}$	9.83**	6.04**	12.61**	11.31**	0.60	13.94**
JIQ	.28**	.37**	.57**	.22**	.37**	.43**
WIQ	.15**	-.05	.12**	.07	-.05	.04
$\bar{t}$	4.86**	5.38**	12.18**	5.54**	5.38**	9.64**

a Taken from Kanungo (1982a)

\*\*  $p < .01$ \*  $p < .05$

Table 4

## Correlation of Involvement Scores with Salient and Nonsalient Need Satisfaction

	JISD	JIG	JIQ	WISD	WIG	WIQ	
FRG	Salient need satisfaction	-.43	.34	.21	-.12	.06	.09
	Nonsalient need satisfaction	-.18	.13	.09	-.08	.04	.08
	$\bar{t}$ (926)	6.55**	4.51**	2.89***	0.95	.47	.24
India	Salient need satisfaction	-.51	.35	.23	-.10	.04	-.05
	Nonsalient need satisfaction	-.24	.19	.23	-.13	.07	.10
	$\bar{t}$ (273)	4.14**	2.24**	.00	.39	.39	.65
Canada <sup>a</sup>	Salient need satisfaction	-.24	.56	.49	-.02	.18	.10
	Nonsalient need satisfaction	-.12	.32	.31	-.07	.16	.10
	$\bar{t}$ (700)	3.06**	7.21**	5.47***	.05	.51	.00

a Taken from Kanungo (1982a)

\*\*  $p < .01$

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