

INFORMATION TO USERS

This reproduction was made from a copy of a document sent to us for microfilming. While the most advanced technology has been used to photograph and reproduce this document, the quality of the reproduction is heavily dependent upon the quality of the material submitted.

The following explanation of techniques is provided to help clarify markings or notations which may appear on this reproduction.

1. The sign or "target" for pages apparently lacking from the document photographed is "Missing Page(s)". If it was possible to obtain the missing page(s) or section, they are spliced into the film along with adjacent pages. This may have necessitated cutting through an image and duplicating adjacent pages to assure complete continuity.
2. When an image on the film is obliterated with a round black mark, it is an indication of either blurred copy because of movement during exposure, duplicate copy, or copyrighted materials that should not have been filmed. For blurred pages, a good image of the page can be found in the adjacent frame. If copyrighted materials were deleted, a target note will appear listing the pages in the adjacent frame.
3. When a map, drawing or chart, etc., is part of the material being photographed, a definite method of "sectioning" the material has been followed. It is customary to begin filming at the upper left hand corner of a large sheet and to continue from left to right in equal sections with small overlaps. If necessary, sectioning is continued again—beginning below the first row and continuing on until complete.
4. For illustrations that cannot be satisfactorily reproduced by xerographic means, photographic prints can be purchased at additional cost and inserted into your xerographic copy. These prints are available upon request from the Dissertations Customer Services Department.
5. Some pages in any document may have indistinct print. In all cases the best available copy has been filmed.

**University
Microfilms
International**

300 N. Zeeb Road
Ann Arbor, MI 48106



8423109

Tomioka, Akira

A COMPARATIVE STUDY OF JOB INVOLVEMENT AS A PROCESS OF EGO-SURRENDER IN AN AMERICAN AND A JAPANESE ORGANIZATION

City University of New York

Ph.D. 1984

**University
Microfilms
International** 300 N. Zeeb Road, Ann Arbor, MI 48106

Copyright 1984

by

Tomioka, Akira

All Rights Reserved



A COMPARATIVE STUDY OF JOB INVOLVEMENT
AS A PROCESS OF EGO-SURRENDER IN AN
AMERICAN AND A JAPANESE ORGANIZATION

by

AKIRA TOMIOKA

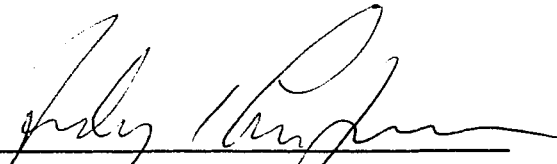
A dissertation submitted to the Graduate Faculty
in Business in partial fulfillment of the require-
ments for the degree of Doctor of Philosophy, The
City University of New York.

1984

COPYRIGHT BY
AKIRA TOMIOKA
1984

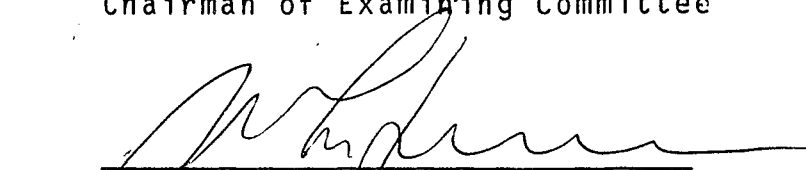
This manuscript has been read and accepted for the Graduate Faculty in Business in satisfaction of the dissertation requirement for the degree of Doctor of Philosophy.

9/17/84
date



Dr. Sidney I. Lirtzman
Chairman of Examining Committee

4/17/84
date



Dr. Sidney I. Lirtzman
Executive Officer

Dr. Harris J. Shapiro

Dr. Abraham K. Korman

Dr. Edward H. Wolf

Dr. James A.F. Stoner
Supervisory Committee

The City University of New York

Abstract

A COMPARATIVE STUDY OF JOB INVOLVEMENT AS A PROCESS OF EGO-SURRENDER IN AN AMERICAN AND A JAPANESE ORGANIZATION

by

Akira Tomioka

Advisor: Dr. Sidney I. Lirtzman

A sample of 291 employees from two organizations, an American company and a Japanese company, was investigated in terms of the degree of job involvement. The descriptive statistics revealed that the highest score of job involvement was attained by the Japanese male managers followed by the American female managers. The lowest level was scored by the Japanese female staff employees. No significant difference in terms of the degree of job involvement was found between the American sample and the Japanese sample. The results of correlational analyses indicated that intrinsic motivation was positively correlated with job involvement as well as ego-surrender. Extrinsic motivation, in turn, was negatively related to those variables. Thus, the importance of intrinsic nature of job involvement was upheld by the entire sample and by the Japanese sample. The American sample did show a similar relationship

but not at a significant level. Further, the entire sample and the Japanese sample revealed significant correlations between job involvement, ego-surrender and predictor variables, but no meaningful difference was evidenced between job involvement and ego-surrender variables in terms of its relationships with predictor variables. The results of path analyses, based upon the Japanese sample, indicated that the degree of ego-surrender was directly affected by intrinsic motivation and the ego-enhancing nature of job and organization climate variables. Thus, the original proposition that ego-surrender may be facilitated by group-oriented supportive organizational environment assumed to exist in the Japanese company was not confirmed in this research. The data showed an opposite picture. The path analyses also revealed that ego-surrender, not job involvement, was directly affected by ego-enhancing organizational variables. This implies that the construct of ego-surrender may be more indicative of a unity between a strong ego and a job affected by an ego-enhancing organizational climate. Finally, several areas in the field of job involvement were suggested for future research.

To My Fellow Ph.D. Students in
the Field of Organization Behavior

Acknowledgements

First of all, I would like to express my deep appreciation to those who participated in this research, particularly Dr. James E. Catoline of Digital Equipment Corporation, and Dr. Hajime Karatsu of Matsushita Communications Industries, also, Mr. Yasushi Uchiyama, President of NJS Corporation, Mr. Tatsuo Owada, Executive Director of Personnel at the headquarters of Ricoh, and Mr. Haruo Kamimoto, Executive Director in charge of the Atsugi plant of Ricoh.

Second, I am sincerely grateful to Dr. Sidney I. Lirtzman, my Committee Chairman and Executive Officer of the Ph.D. program in Business, Dr. Abraham K. Korman, Dr. H. Jack Shapiro, and Dr. James A. F. Stoner, whose services on my committee represented a tremendous resource during every step of this research. Particularly, Dr. Lirtzman has been a great source of support and encouragement throughout my graduate work for over six years. Dr. Korman, professor of management and the Deputy Chairman of the Department of Management at Baruch College, helped me in many ways and has encouraged my taking the conceptual examination of job involvement as a process of ego-surrender. Dr. Shapiro, pro-

fessor of management and the Chairman of the Department of Management at Baruch College and currently visiting professor at the National University of Singapore, has supported my exploration of the construct of ego-surrender with a deep understanding of the Eastern way of thinking. Dr. Stoner, professor of management at Fordham University, has been a source of sustenance through his interest in Japanese management. Further, I would like to express my appreciation to Dr. Abraham Stein, Professor at Hofstra University, for his sincere intellectual support and valuable suggestions on my earlier draft of this dissertation.

Third, my deep appreciation is due also to my wife, Noriko, and my son Shinya for their immeasurable sacrifice over my long drawn-out studies away from home. Their loss of a man in the house and a role-model as a man must have been enormous, particularly in view of the unique socio-cultural settings in Japan.

Finally, I would like to extend my special thanks to my fellow Ph.D. students in the field of organization behavior for their support, encouragement, and warm friendship. Without it this dissertation could not have been finished. Therefore, I have dedicated this dissertation to them.

Aki Tomioka

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	vii
Chapter	
I. INTRODUCTION	1
Conceptual Background of Involvement	4
Involvement as a Process of Ego-Surrender.	6
Ego-Surrender: Essence of Zen	9
The Role of Ego in the Process of Ego-Surrender.	12
A Process of Psychological Identifi- cation With Work	15
Major Conceptual Definitions of Job Involvement.	17
Other Operational Definitions of Job Involvement.	25
Boundary Conditions of Job Involvement	33
Proposed Definition of Job Involvement	37
Hypotheses	37
Research Objectives.	44
II. METHOD	46
Subjects	46
Measurement Instruments.	48
Demographic Information.	48
Job Involvement.	48
Ego-Surrender.	50
Attitudes Toward Work.	51
Importance of Work	52
Need Saliency.	52
Growth Need Strength	53
Self-Esteem.	54
Job Characteristics.	54
Organizational Climate	55
Need Satisfaction.	56
Job Satisfaction	57
Procedure.	57
Data Analyses.	60

TABLE OF CONTENTS—Continued

III.	RESULTS AND DISCUSSION.	64
	Descriptive Statistics of the Sample.	64
	Reliabilities and Factor Structures of	
	Key Measurement Scales.	80
	Job Involvement	80
	Ego-Surrender	83
	Central Life Interest	85
	Variable Correlations	87
	Tests of Hypotheses	104
	Path Analyses of a Proposed Model of	
	Job Involvement	115
IV.	CONCLUSIONS	128
	
APPENDIXES		
	Appendix A: English Questionnaire for	
	the Digital Sample.	134
	Appendix J: Japanese Questionnaire for	
	the Ricoh Sample.	145
	BIBLIOGRAPHY.	156

LIST OF TABLES

1.	Description of the Sample.	49
2.	Descriptive Statistics for Each Variable by Sample.	65
3.	Degree of Job Involvement by Sample.	69
4.	Degree of Central Life Interest by Sample.	71
5.	Description of Ghiselli's Self-Assurance by Sample.	73
6a.	Comparison With Ghiselli's Norm of Self- Assurance by Sample.	74
6b.	Significant Differences in Responding to Self-Assurance Pairs by Sample	76
7.	Varimax Rotated Factor Matrix for Kanungo's Job Involvement Scale.	82
8.	Varimax Rotated Factor Matrix for Combined Scale	84
9.	Factor Matrix Using Alpha Factor for the New Scale of Ego-Surrender	86
10.	Factor Matrix Using Alpha Factor for Dubin's Central Life Interest Scale.	88
11.	Intercorrelation Matrix for the Entire Sample	89
12.	Intercorrelation Matrix for the Digital Sample	96
13.	Intercorrelation Matrix for the Ricoh Sample	100
14.	Correlation With Job Involvement for Each Sample by Sex and Organization Position.	103
15.	Direct, Indirect, and Total Effects Co- efficients for the Original Model of Job Involvement (Japanese Sample).	120
16.	Direct, Indirect, and Total Effects Co- efficients for the Modified Model of Job Involvement (Japanese Sample).	126

LIST OF FIGURES

1.	Continuum of Alienation and Involvement.	35
2.	A Conceptual Model of Job Involvement.	38
3.	An Operational Model of Job Involvement.	39
4.	Original Path Diagrams of Job Involvement for the Japanese Sample (Ricoh).	117
5.	Modified Path Diagrams of Job Involvement for the Japanese Sample (Ricoh).	124

CHAPTER I

INTRODUCTION

Although a great deal of attention has been paid to the concept of job involvement during the past decades, researchers have not reached a consensus regarding its conceptual framework and the meaning of this concept (Kanungo, 1979, 1982a; 1982b; Rabinowitz & Hall, 1977).

Rabinowitz and Hall (1977), in their extensive review paper, stated that "there is a great deal of conceptual confusion and proliferation of terms in our theorizing about the concept labeled job involvement" (p. 267). Further, several researchers continue to point out the need for more basic research study to clarifying the components of job involvement (Rabinowitz & Hall, 1977; Ruh, White & Wood, 1975; Runyon, 1973; Schwyhart & Smith, 1972), especially as it differs from job satisfaction (Gechman & Wiener, 1975), the Protestant ethic (Batlis, 1978), and intrinsic motivation (Kanungo, 1982a, 1982b; Lawler & Hall, 1970).

Some researchers suggest the importance of cross-cultural and comparative research in order to understand the

impacts of social value orientation, need orientation, and various management practices under different cultural milieu on work behavior (Kanungo, 1979).

However, the research on job involvement has been conducted mainly in the U.S. and very few comparative studies were reported in the literature. In fact, no empirical nor conceptual research has been conducted to examine the components of job involvement using American and Japanese samples.

This research, therefore, was designed to proceed in this direction, that is, a comparative analysis of job involvement between the U.S. and Japan. In order to achieve this goal, a conceptual model of job involvement is proposed with a series of hypotheses which will be tested empirically using two culturally different samples. American and Japanese samples were chosen because of the interesting and contrasting nature of socio-cultural background which exists in the two cultures elaborated by several researchers (Abegglen, 1958; Christopher, 1983; Ouchi, 1981; Pascale & Athos, 1981).

First, the focus will be on the conceptual differences between the concepts of alienation and involvement. Involvement is viewed as one sense of alienation or ego-surrender elaborated by Friedrich Hegel. Further, examination is attempted from the Zen point of view to clarify the difference between the Eastern and Western approaches toward the meaning

of involvement, and ego-surrender is interpreted as an extreme case of self-actualization in Zen Buddhism.

Second, the role of ego is examined when a person is involved in his task. Particular attention is paid to the degree of ego-awareness under various task conditions, such as competitive or cooperative, to see its situational impacts on the process of ego-surrender through psychological identification. Ego-surrender is also compared with the "zone of indifference" proposed by Barnard (1964).

Third, a process of psychological identification is examined based upon the Social Contract Theory. It is viewed as a process of becoming social by alienating oneself to (not from) the object, such as society. This interpretation is applied to a work situation as a process of diminishing ego-awareness and that is viewed as job involvement.

Fourth, narrowing the concept of ego-surrender as a process of diminishing ego-awareness through psychological identification with work, major conceptual definitions of job involvement proffered to date are reviewed and evaluated. A process of becoming involved in one's job is determined by one's work value orientation learned through socialization process and also determined by the combined effects of certain individual need orientation and situational factors. Then, other operational definitions of job involvement are reviewed and evaluated in terms of three different approaches toward

the meaning of job involvement, that is, individual differences, situational, and interaction of both. Some conceptual ambiguities and sources of confusion are identified and evaluated. Based upon the examination of conceptual background, major conceptual and operational definitions, a definition of job involvement is proposed.

Fifth, a conceptual model of job involvement is schematically presented. A series of hypotheses are generated from an operational model of job involvement for empirical testing. Then, several specific research objectives of this study are stated.

Finally, a description of this study in terms of the subjects sampled, the measurement instruments administered, the data analyses, and conclusions are stated in the following chapters.

Conceptual Background of Involvement

In the recent review of literature on the concepts of alienation and involvement, Kanungo (1979) indicates that the psychological approach to the concepts of alienation and involvement is rather "sketchy" and "does not have as long and as rich a tradition as in sociology" (p. 125).

He further states that the current psychological approach to job involvement is carried out from the positive side of alienation, while sociologists have focused their at-

tention on the negative side of alienation. It is important to note that Kanungo (1979) describes the terms alienation and involvement as "bipolar states of the same phenomena" (p. 120). However, he never explained what he meant by "phenomena," but it is assumed that he implies two states of alienation. The question immediately arises, are there indeed two sides of alienation?

Kanungo (1979) reviewed the sociology-oriented literature quite intensively, but did not elaborate the positive side of alienation. He attributed this to a paucity of psychological theories of alienation. Therefore, the first task of this introduction is to review the conceptual background of involvement, that is, the positive side of alienation.

Kanungo (1979) states that the early contribution in explaining the nature of alienation owes much to Marx, Weber and Durkheim (p. 122). But it is believed that Marx's Early Writings was strongly influenced by Friedrich Hegel's conceptualization of alienation. Hegel, according to Schacht (1970), used the term alienation in "two different ways" (p. 35). One sense of alienation is what Hegel termed "Entzweiung" which refers to a "separation" or "discordant relation", which is the core of the early writings of Marx. It is unfortunate that the subject of alienation in the sense of separation has become so popular among sociologists that

the other side of alienation has been forgotten ever since.

Involvement as a Process of Ego-Surrender

The other sense of alienation is referred to as "surrender" or "relinquishment" or "Entäusserung" in Hegel's terminology. It is believed that Hegel was describing these two different meanings of alienation in terms of contradiction based upon his dialectical philosophy. "According to Hegel, the dialectic proceeds by a necessary development in stages of thesis, antithesis or contradiction, and synthesis which represents the process of developing thought moving toward completion" (Webster's New International Dictionary, 2nd ed., 1958, p. 718). Its origins go back at least as far as Socrates' dialogues.

For example, Hegel's view of man is "essentially individual"; however, according to Schacht (1970), Hegel "insists that individuality is one aspect of his nature. A more balanced characteristic of man's nature, he suggests, can be given in terms of spirit, which balances the idea of individuality with that of universality" (p. 33).

Schacht (1970) quoted Hegel from Philosophy of Right as follows: "Spirit is the nature of human beings generally, and their nature is, therefore, twofold: at one extreme, explicit individuality of consciousness and will, and at the other, universality which knows and wills what is substantive" (paragraph number 264--Knox's translation). Therefore, ac-

According to Schacht, Hegel "argues that his separation from essential self is overcome only through his will to surrender of his particular self" (p. 46). It is relevant to note that Hegel is contrasting two views or aspects of man's nature, not suggesting the subordination of particular self to essential self but rather an active and voluntaristic surrender of particular selfhood with one's strong "social" or "universal" will. Schacht (1970) describes this point as follows: "A person with the proper self-conception, according to Hegel, will undertake alienation-surrender willingly, in order to realize the conception he has of himself" (p. 50).

However, neither Hegel nor Schacht explained these different "selves" properly. It is probably due to a lack of clear conceptualization of self in Hegel's line of thought. It is rather important to make this concept of self clear in order to carry forward the discussion of two senses of alienation. The most advanced views of the concept of self have been provided by various psychoanalysts, such as Karen Horney (1970) who contemplated self in three ways: (1) actual self which refers to "an all inclusive term for everything that a person is at a given time" (p. 158); (2) real self is defined as "central inner force, common to all human beings and yet unique in each, which is the deep source of growth" (p. 17); and (3) idealized self which one wants to actualize but that is "impossible of attainment" (p. 158). It seems

that Hegel's essential self is similar to either Horney's real self or idealized self, and the particular self is to Horney's actual self.

Hegel was obviously trying to indicate a possible way to establish a harmonious society through the process of the surrender or merging of particular self to the "essential" self. Hegel saw the social turmoil in Europe at that time as gradually changing a basically agricultural society into an industrial society. People were moving from rural farm areas to the factories in cities and various social problems were emerging. One of these problems was a feeling of alienation among industrial workers. Hegel, in fact, describes alienation-surrender as a necessary and preliminary step to resolving this feeling of alienation-separation, and to creating and maintaining a harmonious society.

Unfortunately, Hegel's explanation of the second sense of alienation was not clear. According to Schacht (1970), Hegel himself used interchangeably the terms "Entfremdung," which means alienation in general, and "Enttäusserung," which means surrender, in his book Phenomenology of Spirit (p. 38, footnote 9). As a result of this ambiguity, Schacht (1970) speculates that Marx was unable to understand the concept of alienation in the way Hegel intended and that "...a single general sense emerges, which may be characterized as separation through surrender...the separation is the result of the

surrender." In Hegel's discussion of the relation of the individual to social substance, "the separation (alienation-1) is overcome through the surrender (alienation-2)" (p. 83, underlines added by the present author).

It seems that Marx was so fascinated by the concept of alienation-separation that he disregarded the other sense of alienation. He rejected the notion of two senses of alienation as an overabstraction, that "merely the thought of alienation, its abstract and hence vacuous and unreal expression" (p. 70, excerpted from Marx's *Fruhe Schriften*, p. 659). It is, therefore, necessary to examine the other sense of alienation, that is, alienation-surrender.

Ego-Surrender: Essence of Zen

Since the idea of surrender may be more closely associated with the Eastern society, where collectivism is emphasized, than with the Western way of life where individualism is the core of society, the concept of ego-surrender is now examined from the Zen point of view.

Suzuki (1956), a well known Japanese Zen philosopher, contrasts the "ego" and the "other" in a manner similar to Hegel's description of self and social substance. Suzuki describes ego-denial or ego-surrender as the essence of Zen. He states that

we are too ego-centered....Love makes the ego lose itself in the object it loves, and...[even as it]

wants to have the subject as its own. This is a contradiction,...a great tragedy of life....God gives tragedies to perfect man....When the ego-shell is broken and the other is taken into his own body, we can say that the ego has denied itself or that the ego has taken its first step towards the infinite. (pp. 6-7)

While Hegel intended to resolve the state of alienation-separation by means of active alienation-surrender, Zen proposes "its solution by directly appealing to facts of personal experience and not to book knowledge" (p. 18). According to Suzuki (1961), the philosophical progress based upon the intellectual thought would be continued as naturally as our breathing, but when we face the question of life or the problem of problems, "we cannot wait for the ultimate solution to be offered by the intellect, even if it could do so" (p. 18). He goes on to describe that

the hungry cannot wait until a complete analysis of food is obtained and the nourishing value of each element is determined. For the dead the scientific knowledge of food will be of no use whatever. Zen, therefore does not rely on the intellect for the solution of its deepest problems. (p. 19)

The nature of man's own being, according to Suzuki (1961), must be grasped by a higher faculty than intellect.

In fact, Zen does not see any alienation-separation or struggles between finite and infinite, because these contradictions are "idle distinction fictitiously designed by the intellect for its own interest....Life as it is lived suffices" (p. 19). Suzuki's description of Zen way of life is

similar to the concept of alienation-surrender elaborated by Hegel. It is to accept man's life as it is, surrounded by all kinds of separations, struggles and contradictions. When one goes through these hardships of life and reaches the state of ego-surrender, then, all the contradictions and separations explained by the intellect are completely fused into a consistent organic whole. It is called the state of SATORI or self-actualization in Zen Buddhism.

Further, Suzuki (1961) states that "Zen never explains but indicates, it does not appeal to circumlocution, nor does it generalize. It always deals with facts, concrete and tangible" (p. 20). Suzuki's writing offers a distinctive Zen way of life and an ultimate state of ego-surrender. The only way to understand ego-surrender is to experience oneself. Zen explains logically neither a state of ego-surrender nor contributing factors that facilitate a process of reaching that state of ego-surrender.

It is obvious that Zen focuses on the final state of ego-surrender, that is self-actualization. Further examination of this state of alienation in terms of ego-surrender is beyond the scope of this study. Major attention will be paid to the process of ego-surrender rather than the state of ego-surrender, viewing alienation as polar phases of the same phenomenon.

Narrowing our focus to the process of ego-surrender at work, we review the role of ego under various task situations in the next section.

The Role of Ego in the Process of Ego-Surrender

An early study of Lewis (1944) and one of Lewis and Franklin (1944) are worthy of mention here. They suggest that involvement can be interpreted in terms of ego-diminishing behavior indicative of ego-surrender. Lewis and Franklin (1944) conducted a series of laboratory experiments investigating the role of ego under various manipulated competitive (ego-enhancing) and cooperative (ego-diminishing) task situations utilizing the Zeigarnik effect. Lewis' research indicates that a person's behavior under "ego-involving" instructions may diminish the sense of ego-needs. Emphasis was given in their data analysis concerning the intensity of ego-awareness and the effects of frequencies of the experimenter's interruption during the course of an assigned task which enhanced the sense of ego. A minimum requirement for cooperative behavior is, according to Lewis and Franklin (1944), "neither physical togetherness nor joint action, nor even synchronous complimentary behavior, but a diminution of ego-demands so that the requirements of the objective situation and of the other person may function freely" (p. 115).

It is important to note that Lewis and Franklin (1944)

indicate that when ego-awareness is active due to a manipulated competitive task situation, participants were unable to be involved in their assigned tasks. However, under a cooperative condition, participants' ego became so inactive that the role of their ego in their tasks was diminished.

In this regard, Barnard's (1964) description of "zone of indifference" in a cooperative system is relevant here. He defined an organization as "a system of consciously coordinated activities" (p. 73) based upon the concept of "equilibrium" between contributions and inducements. According to Barnard, the "zone of indifference" is described as an area or zone "where an activity...depersonalized by the fact of its coordinated character" (p. 170). His discussion of the zone of indifference has been criticized mainly because of its implicit conceptual contradiction. That is, management wants more contributions from employees; employees, in turn, want more inducements from management. In fact, this potentially adverse relationship between management and employees has been considered to be a more realistic view by contemporary American management, particularly, in profit-making organizations.

However, if we interpret Barnard's concepts of Equilibrium and Zone of Indifference in a cooperative system or an organization as a system of mutual trust and support, it is possible to realize an equilibrium between contribution and

inducement with a wider zone of indifference where a person is "depersonalized" in an organization.

As Barnard implied, under a cooperative system, human needs, particularly extrinsic needs, such as pay, job security, affiliation, and working conditions are relatively satisfied. As a result, employees' ego becomes inactive and they simply work hard to contribute towards the achievement of organizational goals.

Locke (1976) describes this ego-inactiveness in terms of preoccupation. He states that "to involve means to pre-occupy or absorb fully...[to be] mentally preoccupied with his job" (p. 301). In a similar way, Joseph (1980) observed that our daily work life is mainly composed of preconscious events in which "we may engage without consciously attending to their function, that is, we do not think about them" (p. 769). This may include both ego-involved and daydreaming type of work behaviors. However, if a person is daydreaming of going out fishing while he is working, his ego is obviously associated with fishing, not with his job.

Therefore, one critical factor differentiating job involvement from preconscious daydreaming work behavior is whether the ego is identified with the job or something unrelated to the job. In order to let one become involved in his job, a process of psychological identification with the job must take place. That is the subject of the next section.

A Process of Psychological Identification With Work

In order to clarify the meaning of job involvement, we must examine the process of psychological identification with work more thoroughly.

Brown (1969) describes identification as an individual's representation of a relationship between himself and a social object (p. 347). Kelman (1958) explains this identification process in his Influence Theory as follows: "An individual accepts influence because he wants to establish or maintain a satisfying self-defining relationship to another person or group" (p. 52). In other words, accepting influence is adapting one's behavior to others so that he is accepted by others, and he is able to maintain harmonious relationships with others. This clearly implies a process of losing his sense of selfish ego-needs to become a part of or affiliate of others.

Durkheim, on the other hand, describes this identification as a matter of paradox. "The individual" says Durkheim, "is the sole organ of society, since he is the sole creator. However, it is necessary to submerge him in the mass, in order to modify his nature as much as possible and prevent him from acting as an individual. Anything of a nature to facilitate individual action must be regarded as a danger" (p. 209, cited in Johnson, 1973). Durkheim continued to describe the process of identification based upon Rous-

seau's Social Contract Theory as "The process of becoming, and to have become, social." He states that "the individual human being is, in their action of primary alienation, not alienated from the society, but he is in fact alienated to it. It is a social act, creates social action, and thus fuses the individual with the thus-created collective" (p. 209, cited in Johnson, 1973).

Johnson (1973) interpreted this alienating act as "an act of obligation to the thus-created collective,...socialization is the process of voluntaristic alienating of the self, of the ego becoming external to itself" (p. 209).

At least two issues emerge from this discussion of psychological identification. One is the unfortunate contradictory nature of the relationship between the individual with strong ego-demands and the society which has to be maintained harmoniously. The other issue is the importance of the socialization process in facilitating the individual's transformation of the adversary relationship through the process of identification with the society. In other words, it seems necessary that individuals, who are normally alienated from the society due to the basic nature of their relationship, alienate (or "transfer", etymologically speaking) themselves to the society in order to establish a harmonious relationship with others in the society.

It is interesting to note that the above discussion of

the identification process between individual and society is easily applied to the relationship between a worker and his job. If a worker identifies psychologically with his particular job, then it is assumed that he is involved in his job. Focusing on this key process, that is, psychological identification with work, the major conceptual definitions of job involvement will be reviewed.

Major Conceptual Definitions of Job Involvement

The most recent definition of job involvement was proposed by Kanungo (1979). He used the term "work involvement" and defined it as "a generalized cognitive (or belief) state of psychological identification with work insofar as work is perceived to have the potentiality to satisfy one's salient needs and expectations" (p. 131).

Recently, Kanungo (1982b) refined the above definition by distinguishing job involvement from work involvement through the argument that the notion of involvement has two components: A specific job context and a generalized work context. According to Kanungo (1982b), job involvement is considered to be a descriptive belief, contemporaneously caused, more situationally determined, a function of salient needs and expectations. Work involvement, on the other hand, is more a reflection of value orientation and it is a function of cultural conditioning or of a socialization process.

Kanungo (1982b) emphasized the importance of need

saliency of the individual as a motivating force towards involvement in his particular job. It is obvious that Kanungo attempted to define the concept of job involvement based upon need satisfaction or a motivational point of view. However, he did not elaborate fully on what he meant by "psychological identification". This process may imply the diminution of salient needs, which is missing in his discussion of job involvement. Further, Kanungo's definition is very similar to the one previously proposed by Lodahl (1964), and Lodahl and Kejner (1965), prominent researchers in the field of job involvement. Lodahl (1964) defined job involvement as "the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image" (p. 687).

It is assumed that the word "or" was used to indicate the motivating force that leads a person to be involved in his work. Lodahl (1964) also did not provide any explanation of such expressions as "identified psychologically" and "total self-image". It is, however, obvious that both definitions are quite similar and both are semantically vague. There is one critical and interesting difference between these definitions. Kanungo (1979, 1982b) included both intrinsic and extrinsic needs as long as these needs are perceived as important, whereas Lodahl (1964) focused solely on intrinsic needs such as the importance of work for his

self-image as the motivating force affecting the process of psychological identification with work. An interesting question can be raised here: Should we include both intrinsic and extrinsic needs or deal only with an intrinsic nature of job involvement?

Gorn and Kanungo (1980) investigated this point using a Canadian sample (n=916). They concluded that "the degree of satisfaction with salient needs, intrinsic or extrinsic, was associated with greater involvement in the job itself" (intrinsic group: $r = .82$, $p < .001$; extrinsic group: $r = .71$, $p < .001$; p. 273). In addition, they reported very interesting findings: "The results suggest that extrinsic managers are both more satisfied and more involved in their present jobs than intrinsic managers" (p. 272). This clearly implies the opposite of our earlier research which had only focused on the intrinsic nature of job involvement. They speculated about the possible reason for this finding in terms of difficulty of satisfying their intrinsic needs due to "their high expectations about the nature of job they should have and/or the relative difficulty management may have in structuring a job that can in fact be interesting, offer self-development, independence, etc." (p. 276). Gorn and Kanungo (1980) further comment that "as far as involvement in a particular job is concerned, the results of this study suggest that the organization may have little to gain

but a great deal to lose by either favoring intrinsically motivated individuals in their hiring and promotional practices or by instituting programs within the organization to stimulate intrinsic motivation" (p. 276). The results, nevertheless, confirmed Kanungo's argument that satisfaction of the extrinsic factors for extrinsically motivated people and satisfaction of intrinsic factors for intrinsically motivated people were "equally likely to create high job involvement" (p. 276). They concluded that "there was little evidence [from their study] to support the notion that satisfaction of intrinsic needs represents satisfaction of a high plane of needs, in that it is more closely linked to greater job involvement" (p. 276).

They also concluded that "intrinsic motivation may have a greater role to play in work involvement rather than job involvement" (p. 276). Further research was suggested in different organizational settings and with different operational definitions and measurement scales for both job involvement and work involvement.

However, the definitions of job involvement based upon strictly intrinsic needs constitute the predominant motif in the early research of job involvement which will be discussed in detail next. This is probably due to the extensive sociological research and interpretation of the meaning of alienation. If one's work is instrumental in satisfying extrinsic

needs, then, he is, by Marxian's definition, alienated from his work. Kanungo (1979) criticized this approach as one-sided and idealistic, and he pointed out that other human needs such as security and affiliation, were ignored. Emphasizing the importance of the instrumental nature of human behavior, Kanungo (1979) states that "all human behaviors stem from need states, and all human behaviors tend to be purposive and instrumental in obtaining goals or outcomes for the satisfaction of needs. Work behaviors and job attitudes should not be an exception to this rule" (p. 136).

As discussed in the previous section, the state of involvement parallels self-actualization or is consequence-oriented. But Kanungo (1979) clearly focuses on the process of becoming involved or "antecedent-oriented." This is identified as a third source of conceptual confusion of involvement. However, he was not clear about the instrumental nature of work behavior. Guion (1958) commented on this point during a symposium on industrial morale but never elaborated his position.

It was previously stated that this study would be focusing on the process of becoming involved in one's job rather than on the state of involvement. It seems difficult to respond to a question such as "how much involvement is considered to be the ultimate state of involvement?" unless we actually experience that state. Therefore, it is reason-

able and preferable to conclude that the concept of involvement can fruitfully be viewed as a continuum between alienation and involvement or as a polar state of the same process.

Lodahl and Kejner (1965) proposed another definition of job involvement. They defined it as "the degree to which a person's work performance affects his self-esteem" (p. 25). This created further confusion and has been criticized by some researchers (Kanungo, 1979; Rabinowitz & Hall, 1977). Rabinowitz and Hall (1977) claimed that, "This could leave a reader wondering which of the two definitions the authors were actually focusing on" (p. 266).

However, if we read their paper more carefully, Lodahl and Kejner (1965) intended to propose the first definition (psychological identification, which appeared only in the abstract of their article) as a conceptual one, and the second definition (performance-self-esteem contingency, which appeared in the main body of their article) as an operational one. The question is, were these two definitions used for their research as they intended? In fact, neither the first nor the second definition played the guiding role for their research. Lodahl and Kejner (1965) justified this confusion by attributing it to the sample and methodological limitations.

The major weakness of their research appears to be its confusing and ambiguous definitions probably attributable to

their preoccupation with the notion of value orientation and possible moderating effects of unknown variables. In their research, Lodahl and Kejner (1965) emphasized the importance of the socialization process and work value orientation. This is probably due to the influence of Dubin's 1956 study which focused on "Central Life Interest" among industrial workers. He defined Central Life Interest as "the expressed preference for a given locale or situation in carrying out an activity" (p. 134). Dubin, as a sociologist, rejected psychological and motivational approaches as inappropriate ways to study work behaviors, and proposed the central importance of social norms and values as determinants of human behaviors. Under this influence, Lodahl (1964) stipulated that "the tendency to become psychologically involved in work may be fixed during relatively early cultural training" (p. 505). Therefore, Lodahl and Kejner (1965) defined job involvement as "the internalization of values about the goodness of work or the importance of work in the worth of the person" (p. 25). They added, "it is probably resistant to changes in the person due to the nature of a particular job" (p. 25). However, after analyzing the data, they conceded, in the final paragraph of their paper, the significance of the effects of organizational factors in addition to that of the value orientation.

Lawler and Hall (1970) accepted Lodahl and Kejner's

first definition of psychological identification for their study. Using Lodahl and Kejner's 6-item job involvement scale, they analyzed the data (n=291), and found a three-factor solution: job satisfaction, intrinsic motivation, and job involvement. These components, they wrote, were "factorially independent and relatively distinct variables" (p. 309). They concluded that "involvement can perhaps best be thought of as the degree to which a person's total work situation is an important part of his life" (p. 310)... "because he perceives job as an important part of his self-concept, and perhaps as a place to satisfy his important needs (e.g., his need for self-esteem)" (p. 311).

In a similar way, Wollack, Goodale, Wijting, and Smith (1971) defined job involvement as "the degree to which a worker takes an active interest in co-workers and company functions and desires to contribute to job related decisions" (p. 332). Beehr, Walsh, and Taber (1976) also defined job involvement in terms of "the importance of the work role relative to other life roles." Locke (1976) also emphasized the importance of work as a major determinant of job involvement. He states that "a person who is involved in his job is one who takes it seriously, for whom important values are at stake on the job, whose moods and feelings are significantly affected by his job experiences and who is mentally preoccupied with his job" (p. 1301).

Based upon the above review of the major conceptual definitions, it is possible to abstract at least three general categories in defining the concept of job involvement: (1) psychological identification, (2) performance-based self-esteem, and (3) relative or central life interest in work. These categories can be summarized by the definitions proposed by basically Lodahl and Kejner (1965) and Dubin (1956).

Other Operational Definitions of Job Involvement

As mentioned earlier, there are many different views and approaches toward the concept of job involvement due mainly to the lack of a sound conceptual framework. Rabinowitz and Hall (1977) categorized this confusion at the empirical level under three different approaches, that is, job involvement as an individual difference variable, situational variable, and the interaction of both.

The perception of job involvement as an individual difference variable emphasizing psychological identification (Lodahl & Kejner, 1965; Kanungo, 1979) has been reviewed and evaluated in the previous section; this section deals with other operational definitions of job involvement proffered to date.

For example, French and Kahn (1962) describe "ego-

involved performance" in the following manner: "If the worker's ability to produce is a dimension which is high in centrality, then, actual performance utilizing this ability may be defined as ego-involved in his job." They implied also that "his job performance will affect his self-esteem" (p. 19). French and Kahn (1962) clearly differentiated this ego-involved performance from extrinsically oriented instrumental work behavior. If a person is primarily working to earn money, his ego is identified with money, not with the job. Therefore, his self-esteem is not affected by job performance due to the low centrality of ability to produce. Their definition is derived from Lewin's (1952) Field Theory and Miller's (1959) Self-Identity Theory which imply, on one hand, the importance of past value orientation, and on the other, the importance of self-identity in terms of ability to produce. Lodahl and Kejner's (1965) two definitions, that is, psychological identification and performance-self-esteem contingency, seem to be derived from the same conceptual framework.

Focusing on the latter, Vroom (1962) states that an individual is "ego-involved in a task or job to whatever extent his self-esteem is affected by his perceived level of performance" (p. 161). He indicates that job involvement exists when a person's feelings of self-esteem are increased by good performance and decreased by bad performance. However, if a

value orientation is taken into this description as a major determinant of work behaviors, then, it is logically assumed that the level of job involvement would not be affected by external factors such as performance. This clearly contradicts Vroom's interpretation of ego-involvement. French and Kahn (1962) suggested that "the self-identity should be conceptualized in terms of internalized social structure" (p. 19) and is resistant to change. The same conceptual contradiction was found in Lodahl and Kejner's discussion of two definitions. This remains to be clarified.

Gurin, Veroff and Feld (1960) viewed job involvement in the same way, that is, as a process in which performance affects self-esteem. Siegel (1969) considered job involvement as a reflection of the importance of work to a person's self-esteem or sense of worth. Steers and Porter (1975) concurred with this point of view, stating that "from a psychological standpoint...(work) can be an important source of identity... People tend to evaluate themselves according to what they have been able to accomplish" (p. 552).

Lawler and Hall (1970) reviewed the definitions of job involvement for their research and considered Lodahl and Kejner's second definition, i.e., performance-self-esteem contingency as an acceptable definition for intrinsic motivation.

Lawler (1969), predicating his remarks upon the frame-

work of expectancy theory, defined intrinsic motivation as "the degree to which a job holder is motivated to perform well because of some subjective rewards or feeling that he expects to receive or experience as a result of performing well" (p. 429).

On the other hand, Deci (1975) describes intrinsic motivation as "...ones for which there is no apparent reward except the activity itself. People seem to engage in the activities for their own sake and not because they lead to an extrinsic reward. The activities are ends in themselves rather than means to an end. This definition, which is the commonly accepted definition of intrinsic motivation, serves quite adequately as an operational definition of intrinsic motivation" (p. 23).

Deci (1975) emphasized this definition as an operational, not a conceptual definition, because he is aware of the exclusion of extrinsic reward, a construct included in Lawler's definition. Rather, Deci is more concerned with the internal consequences of activities as reward. It is interesting to note that Berlyne pointed out, "An activity cannot in any meaningful sense reinforce itself, but rather, what it can do is bring about certain internal consequences which the organism experiences as rewarding" (cited in Deci, 1975, p. 28).

The "internal consequence" of work activities brings up

the importance of value orientation as the determinant of job involvement.

Focusing on alienation from middle class work related values and norms, Blood and Hulin (1967), and Hulin and Blood (1968) argued that value orientation such as the Protestant Ethic is the major factor affecting the level of job involvement.

This line of argument led Siegel and Ruh (1973) to investigate the relationship between job involvement and both workers with rural backgrounds where values were supposed to be well internalized and urban workers whose values were not. The empirical data show, however, that their hypothesis of rural workers being more involved than urban workers was not supported or confirmed (Rabinowitz & Hall, 1977).

Focusing on work role involvement, Maurer (1969) defined job involvement as "the degree to which [an] individual's work role is important in itself as well as the extent to which it forms the basis of self-definition, self-evaluation, and success-definition" (p. 26). Similarly, Faunce focuses on occupational involvement which implies "the commitment to a particular set of tasks or task area when successful role performance is regarded as an end in itself and not a means to some other end" (cited in Rabinowitz & Hall, 1977, p. 265).

Allport (1947) defined ego involvement in terms of

participation in the decision making process in an organization in which the individual is engaging in the "status-seeking motive" (p. 123) through his work. In this sense, status is conceived as an important factor for one's self-esteem.

The second approach toward the meaning of job involvement asserts that job involvement is a function of the situation. A number of negative impacts on the level of job involvement have been described by several researchers (Argyris, 1964; Bass, 1965; Blauner, 1964; McGregor, 1960; Vroom, 1962).

For example, Blauner (1964) prefaced his study of alienation among various types of workers, contrasting alienation and involvement as follows: "a sense of control rather than domination, a sense of meaningful purpose rather than futility, a sense of social connection rather than isolation, and a sense of spontaneous involvement and self-expression rather than detachment and discontent".

Dubin (1956) reported nearly 30 years ago that three out of four workers were not involved in their work; he attributed its cause to the surrounding work situation. In this mode, Hall (1971) proposed a model to facilitate a worker's involvement in his work under a career development program. This model received consistent support (Bray, Campbell, & Grant, 1974; Hall & Foster, 1977).

It seems that those situational theorists are, in fact,

essentially focusing on the degree of "Quality of Work Life" and are concerned with an individual's higher order psychological needs as postulated by Maslow (1954), motivators as proposed by Herzberg et al. (1959), growth needs as elaborated by Argyris (1964), and positive human nature as proposed by McGregor (1960) under Theory Y. Their aim seems to be to reorganize the organizational structure, so that the worker's level of involvement, satisfaction and productivity would be improved.

The third approach is viewing job involvement as an individual-situation interaction variable (Farris, 1971; Lawler & Hall, 1970; Lodahl & Kejner, 1965; Rabinowitz, Hall & Goodale, 1977; Ruh, White & Wood, 1975, Tannenbaum, 1966; Wanous, 1974).

For example, Farris (1971) took Lewin's point of view, that is, job involvement is a function of both person and environment or an interaction of both individual differences and situational variables.

Lodahl and Kejner (1965) originally held the "individual difference" view, but finally admitted that job involvement was affected by external factors (mostly social ones) as well as by a value orientation learned early during the socialization process.

Wanous (1974) attempted to define the construct "job involvement" in terms of an individual's early socialization

process and job characteristics such as autonomy, variety, challenge, feedback, and task identity. The same view was taken by Ruh, White, and Wood (1975). They reported that values, personal background, participation in decision-making, job attitude, Protestant Work ethic, as well as work situation affect the degree of job involvement.

Similarly, Lawler and Hall (1970) accept situational factors such as autonomy and participation as key factors facilitating the individual's tendency to be involved in his job. They state, "[Relatively more] people will become involved in a job that allows them control and a chance to use their abilities than will become involved in jobs that are lacking these characteristics" (p. 311). They suggested that individual and job characteristics would interact in predicting job involvement.

Further, Rabinowitz, Hall, and Goodale (1977) reported that individual difference variables and job characteristics were equally important in determining the degree of job involvement.

Focusing on the moderating effect of job involvement on organizational climate and satisfaction, Batlis (1978) found that the highly involved group showed a stronger climate and satisfaction relationship. This is consistent with Locke's (1976) viewpoint that the workers who are not involved are less affected by job involvement. In that direction, Korman's

(1970) consistency theory of work motivation would predict the highest job satisfaction and performance relationship to be found among workers with high self-esteem. This has been supported by Inkson (1978), but Wood (1974) reported that the highest job satisfaction and performance relationship was found among workers low in job involvement.

Finally, Patchen (1970) used the expression job involvement in a broader sense in his study of "general interest" at TVA, including such factors as motivation, identification, and feelings of pride. He states, "where people are highly motivated, when they feel a sense of solidarity with the enterprise, and where they get a sense of pride from their work, we may speak of them as highly involved in their jobs" (p. 7). However, Patchen never formally defined job involvement; rather he suggested "job involvement as merely a convenient label to summarize several characteristics which make the job more important, more salient, and potentially more satisfying to the individual" (p. 7). He considered these aspects of job involvement as "not entirely independent of each other" (p. 8).

Boundary Conditions of Job Involvement

The above review of various definitions of job involvement suggests that the research in the field of job involvement should be confined by certain boundaries. First, the concepts of alienation and involvement can be inter-

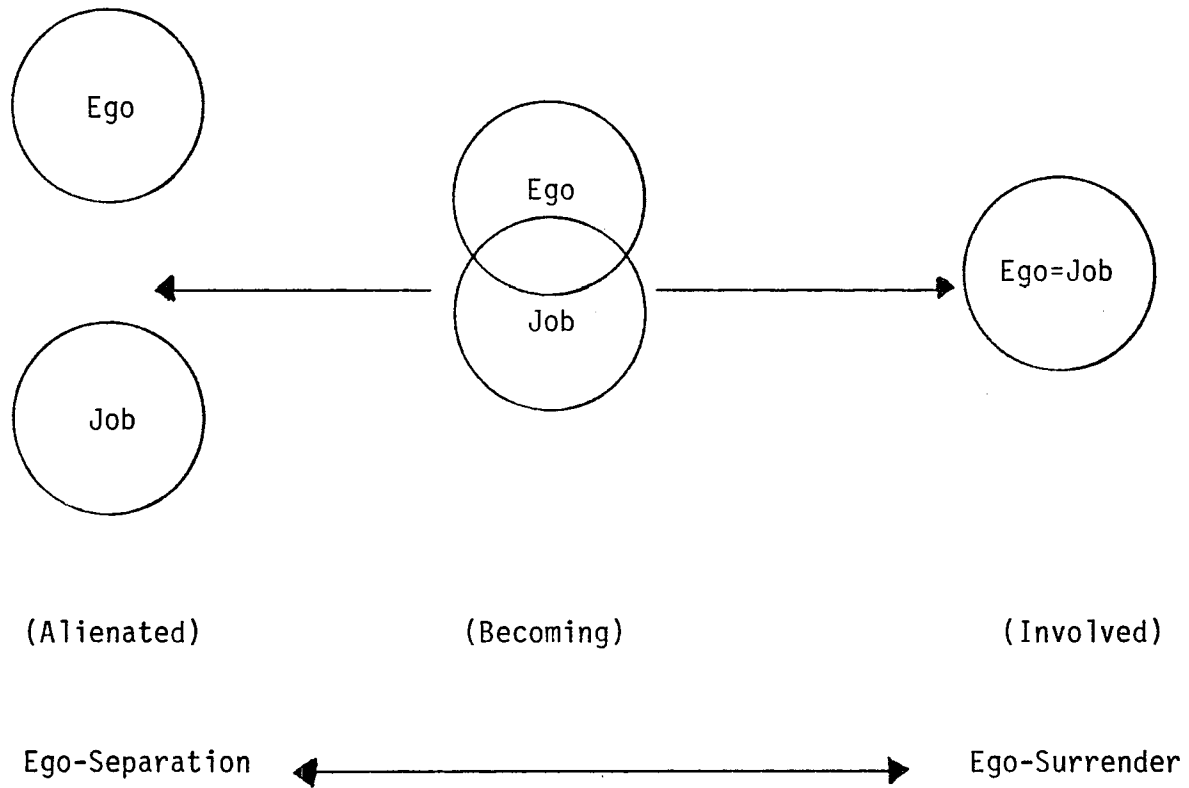
preted as the bipolar aspects of the same phenomenon, a matter of continuum between two extremes, that is, ego-separation and ego-surrender, as depicted in Figure 1.

Therefore, a conceptual distinction should be made between the state of job involvement and the process of becoming involved in one's job. The state of job involvement can be considered to be either one point of that process or the final state of job involvement. This confusion is found in Lodahl and Kejner's (1965) definitions. The first definition of psychological identification is related to the process of becoming involved, and the second definition of performance-self-esteem contingency is related to the result of job involvement. They proposed both definitions without any conceptual clarification in their paper.

Second, the concept of job involvement should be contemplated as an individual's cognitive process of identification with his job under various situational constraints. The cognitive process is interpreted as the process of learning something when a person perceives it as important. In this way, we are able to apply our intellectual line of thought toward understanding, explaining, and predicting the level of job involvement.

Third, job involvement should not be confused with intrinsic motivation as elaborated by Lawler (1969) and Deci (1975). Intrinsic motivation deals only with subjective and

FIGURE 1
CONTINUUM OF ALIENATION AND INVOLVEMENT



internal factors affecting the level of motivation which may lead toward high job involvement. However, it has been observed that job involvement as a process may be influenced not only by individual's intrinsic motivational factors but also by extrinsic motivational factors, such as certain job characteristics or organization climate. For example, Rizzo, House, and Lirtzman (1970) reported a significant correlation between role ambiguity, role conflict and perceived job autonomy, group supportiveness. Their findings imply that certain job characteristics and organizational climate may increase or decrease the level of role perception as well as the level of job involvement.

Lastly, ego-needs and a person's needs should be differentiated. Some researchers focused on ego-involvement (Allport, 1947, French & Kahn, 1962; Guion, 1958; Vroom, 1962), while other researchers use the term person as an individual who is involved in his work or role (Dubin, 1956; Lawler & Hall, 1970; Lodahl & Kejner, 1965; Maurer, 1969). However, as Lewis (1944) pointed out, "If the ego and the person are made synonymous, as is often done, then any need of the human organism becomes ipso facto an ego need" (pp. 113-114). It is suggested that the term ego as defined by Lewis (1944) is more appropriate than the term person in defining the meaning of job involvement.

Proposed Definition of Job Involvement

Based upon the above assumptions and upon an integration of the concepts and empirical data regarding the meaning of job involvement, it is proposed that job involvement be defined as a process of diminishing ego-awareness resulting from psychological identification between ego and job.

A conceptual model of job involvement is schematically presented in Figure 2. An operational model of job involvement is presented in Figure 3. A series of hypotheses follow.

Hypotheses

Universal Hypothesis: The degree of job involvement is positively correlated with the extent of Ego-Surrender.

Based upon the conceptual discussion of involvement, it is proposed that job involvement is viewed as a process of diminishing ego-awareness and that this process is influenced by various individual and situational variables.

Therefore, the following specific hypotheses are posed for empirical testing using two culturally different samples, Digital Equipment Corporation as an American sample and Ricoh Company as a Japanese sample.

Hypothesis 1. The degree of ego-surrender is positively correlated with the extent of a group-oriented cooperative organization climate characterized by a high sense

FIGURE 2

A CONCEPTUAL MODEL OF JOB INVOLVEMENT

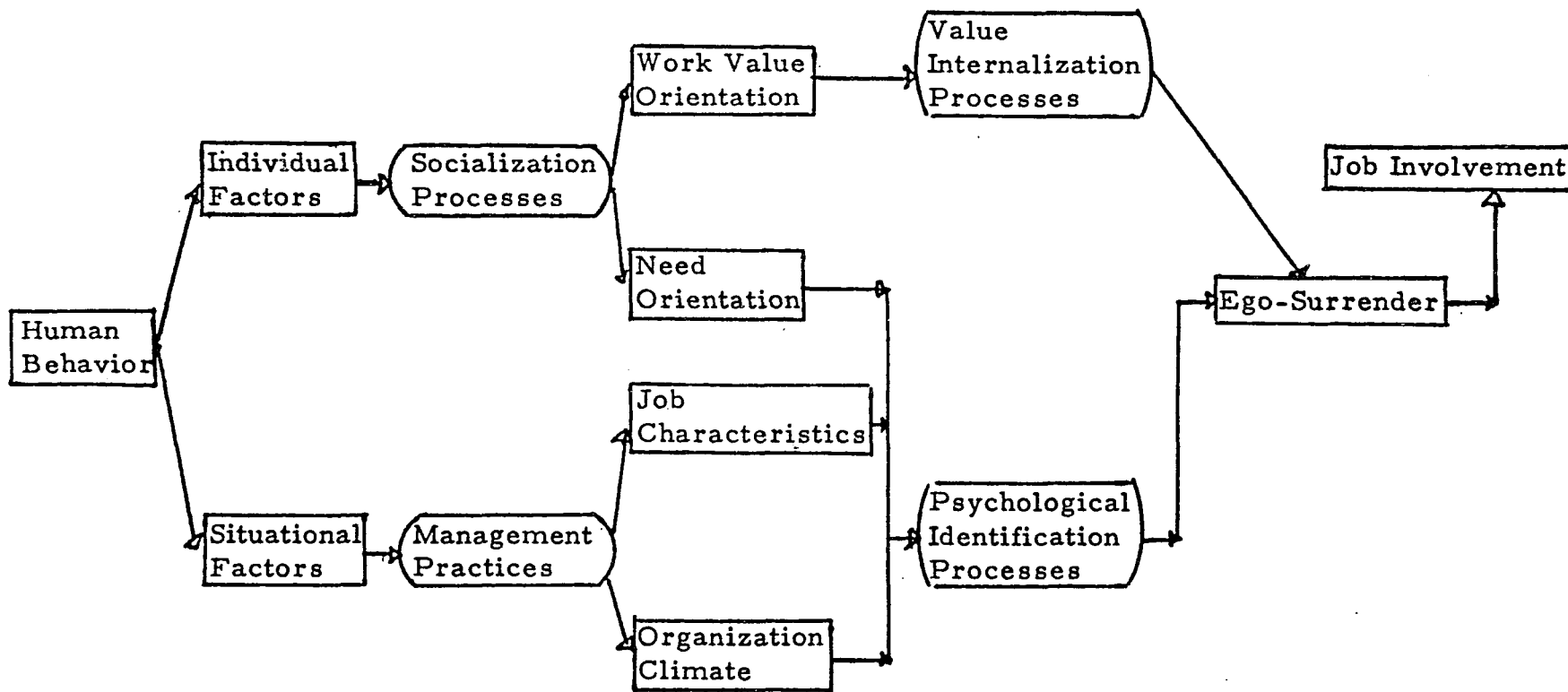
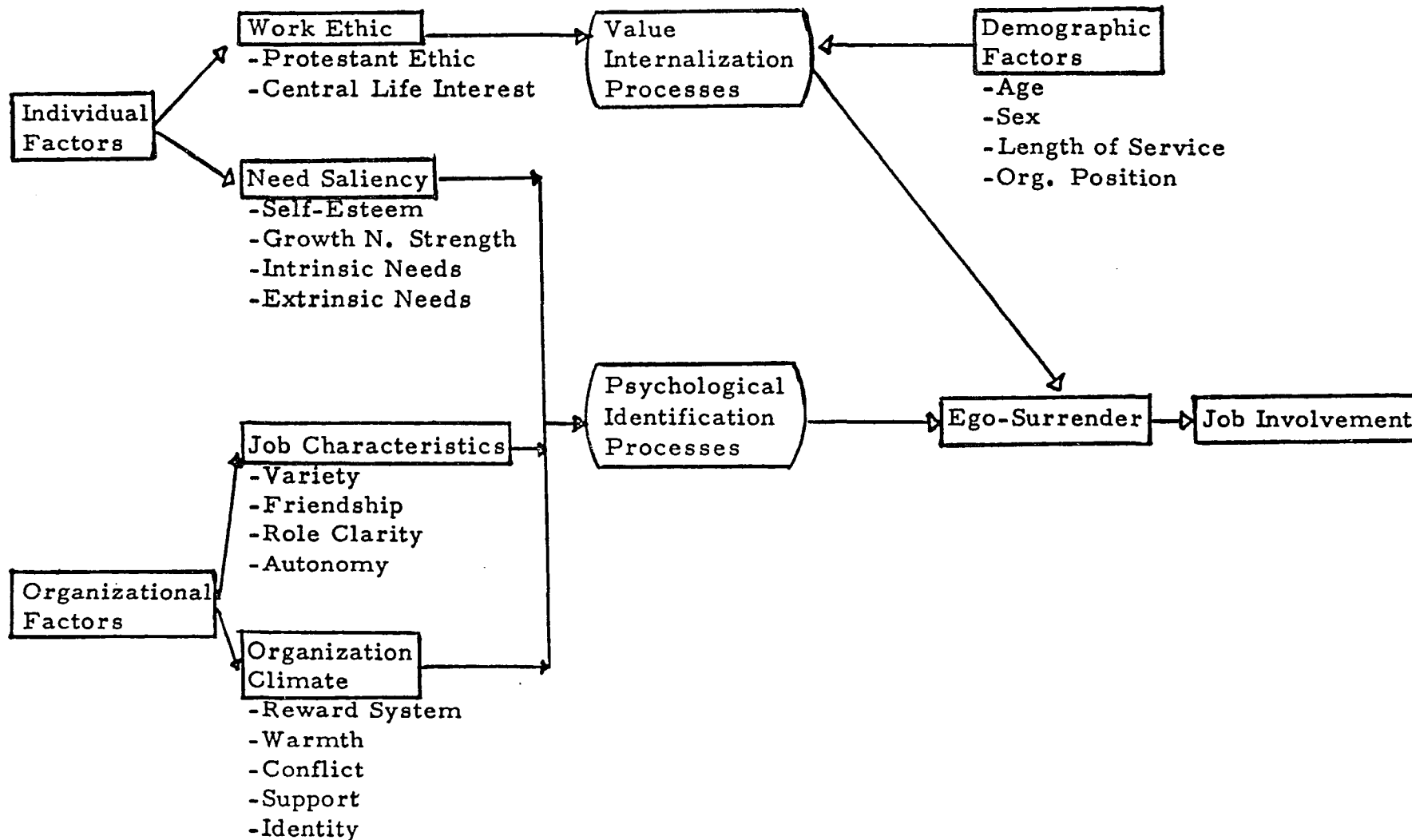


FIGURE 3

AN OPERATIONAL MODEL OF JOB INVOLVEMENT



of trust and support, task identity, and warm feeling toward other employees.

This relationship holds because if a person is trusted and supported, and is working under a cooperative system, his ego becomes inactive, and he is likely to be able to diminish his selfish desires, and as a result, he is involved in his job.

Hypothesis 2. The degree of ego-surrender is negatively correlated with the extent of an individual-oriented competitive organization climate characterized by high sense of autonomy, encouragement of confrontation, and a reward system based upon individual performance.

This relationship holds because a person is encouraged to compete with other employees for advancement under competitive system, his ego is active, and he is likely to enhance his selfish desires at work, and as a result, he is unable to be involved in his job.

Hypothesis 3. The degree of ego-surrender is positively correlated with the extent of extrinsic motivation characterized by such needs as pay, job security, working conditions, respect and recognition from other employees, and good interpersonal relations. However, if these salient extrinsic needs are not satisfied at work, it is predicated that the degree of ego-surrender is negatively correlated

with the extent of extrinsic motivation.

This relationship holds because once salient extrinsic needs are satisfied at work, the ego becomes inactive, selfish desires are diminished, and involvement in the job results. However, if these salient extrinsic needs are not satisfied, the ego becomes active, and as a result, the individual is unable to be involved in his job.

Hypothesis 4. The degree of ego-surrender is negatively correlated with the extent of intrinsic motivation characterized by such needs as growth, achievement, autonomy, self-esteem, and an interesting nature of work. However, if these intrinsic needs are satisfied at work, it is predicted that the degree of ego-surrender is positively correlated with the extent of intrinsic motivation.

If a person is motivated by intrinsic needs, then it is difficult for him to satisfy these salient intrinsic needs. This is due not only to his high expectations of intrinsic need satisfaction but also to the inability of management to allow him to satisfy salient intrinsic needs during his more or less routine work. As a result, he is unable to be involved in his job. However, if these intrinsic needs are satisfied at work, his ego becomes inactive, and as a result, he is involved in his job.

Hypothesis 5. The degree of ego-surrender is positively correlated with the extent of job satisfaction.

This relationship holds because if he is satisfied with his job, his ego becomes inactive, and as a result, he is involved in his job.

Hypothesis 6. The degree of ego-surrender is positively correlated with the extent of positive attitudes toward work characterized by pro-Protestant ethic and work centrality characterized by Central Life Interest.

This relationship holds because if he internalizes work values such as importance of work and perceives work as central to his life through the socialization process in and out of organizations, his ego becomes inactive while he is working, and as a result, he is involved in his job.

With regard to the demographic variables, the following predictions are made:

Hypothesis 7. Older employees are more involved in their jobs than younger employees.

This relationship holds because if a person becomes older, he internalizes work values more than younger employees, and also he reduces the level of expectations to satisfy his various needs at work, his ego becomes inactive, and as a result, he is involved in his job.

Hypothesis 8. Female employees are more involved in their jobs than male employees.

This relationship holds because, in our society, females are expected to be more submissive than males, so that it is easier for females to diminish their sense of ego at work, whereas males are expected to be independent and aggressive, so that it is difficult for males to diminish their sense of ego at work.

Hypothesis 9. The longer the length of service in an organization, the more involved are people in their work.

This relationship holds because the longer one works in an organization, the more he internalizes work values. It is also assumed that those who stay in an organization are considered to be more satisfied with their jobs than those who just got a job a few years ago. Therefore, their ego is inactive, and as a result, they are involved in their jobs.

Hypothesis 10. Those who hold higher organizational positions, such as managers, are more involved in their jobs than those who hold lower organizational positions.

This relationship holds because managers are normally older, have longer length of services and have more chance to satisfy their salient needs. Therefore, their ego is inactive, and as a result, managers are more involved in their jobs than non-managers.

Research Objectives

Although the main objective of this research is to investigate the appropriateness of the proposed conceptual model of job involvement as a process of ego-surrender, this research is also designed to meet the following three operational objectives, and the data of each sample are analyzed accordingly.

First, the data of each sample are compared in terms of various descriptive statistics, such as means, standard deviations, skewness, and kurtosis. Thus, it is possible to assess the relative degree to which each sample is characterized by the various measures, such as the degree of job involvement, ego-surrender, importance of work, growth need strength, job satisfaction, etc. Particular attention is paid to the way the subjects of each sample, as a group, describe themselves in terms of self-esteem measured by Ghiselli's Self-Assurance subscale. It is important to measure the level of self-esteem of the subjects of each sample, because the major thrust of this research is to examine the degree of job involvement as a process of ego-surrender. In addition, several key measurement instruments, such as Kanungo's job involvement scale, ego-surrender subscale, and Dubin's central life interest scale are analyzed using reliability and factor analysis techniques.

The second objective of this research is to investigate the possible linear relationships between ego-surrender and various predictor variables by testing the specified hypotheses. Specifically, it is to examine the linear relationships between ego-surrender and certain organizational environment (Hypotheses 1 and 2), need saliency (Hypotheses 3 and 4), job satisfaction (Hypothesis 5), work value orientation (Hypothesis 6), and the relationships between job involvement and demographic variables (Hypotheses 7, 8, 9 and 10).

The third and last operational objective is to examine the appropriateness of the proposed model of job involvement using a path analysis technique. Particular attention is paid to the causal relationships between ego-surrender and certain organizational climate factors such as an individual-based competitive climate assumed to exist in the American sample and a group-based supportive climate assumed to exist in the Japanese sample (Hypotheses 1 and 2).

The significance of this research lies in the fact that the examination of the proposed conceptual model of job involvement as a process of ego-surrender using the two culturally different samples as a contribution to a more comprehensive understanding of the dynamics of this concept and to the advancement of the theory of organization behavior.

CHAPTER II

METHOD

Subjects

All subjects (n=291) of this research were non-unionized employees of Digital Equipment Corporation (hereinafter referred to as Digital, a leading American minicomputer and personal computer manufacturing company) located primarily in the Boston area, and Ricoh Company, Ltd. (hereinafter referred to as Ricoh), a leading Japanese office automation and copier manufacturing company located at Atsugi City, near Tokyo.

The American sample (n=61) consisted of a group of managers and staff personnel in charge of various managerial functions in international marketing, production, finance, personnel, etc. They attended the seminar "Doing Business in Japan" held in Boston in August, 1982. During the seminar, the present author gave a lecture in relation to "Work Behavior in Japan". Having this fortunate connection with Digital and encouragement and support provided by Dr. James E. Catoline, a senior management consultant at Digital and a

friend of the present author, it was decided to proceed with this comparative research.

The Japanese sample was selected from the same type of company. Again, fortunately, the present author was introduced to Dr. Hajime Karatsu, Executive Managing Director at Matsushita Communications Industries, Ltd. through Mr. Yasushi Uchiyama, President of NJS Corporation with which the present author has been working as an outside management consultant for the past several years. Dr. Karatsu advised me to speak to Mr. Tatsuo Owada, Executive Director of Personnel at the headquarters of Ricoh. He enthusiastically accepted the request to participate in the proposed research and the data were collected at the Atsugi plant of Ricoh.

The Japanese sample (Ricoh, $n=230$) was composed of various divisions at the plant, such as, engineering, production, inspection, tooling, quality control, purchasing and general affairs division. The Ricoh sample consisted of staff employees ($n=141$), and a few managers ($n=23$), and section chiefs ($n=64$). In order to be comparable with the American sample, production workers were not included.

As described above, the Japanese sample is large enough to represent Ricoh and to apply various statistical techniques for the data analyses, but the size of the American sample ($n=61$) is considered to be rather small. However, most of them were seminar participants representing various divi-

sions of Digital and relatively representative of the employees at Digital.

Descriptive statistics of the sample and the number of questionnaires sent, returned, and used for this research are summarized in Table 1.

Measurement Instruments

Demographic Information. Requested demographic data were sex, age, length of service, and organizational position. The form used for gathering that information appears as Appendix A-2 for the English version and J-2 for the Japanese version (hereinafter A refers to the American and J refers to the Japanese questionnaire).

Job Involvement. The scale developed by Kanungo (1982a) was used to measure the degree of job involvement. This scale is composed of ten items which appear as Appendixes A-3 and J-3. Kanungo (1982b) reported an internal consistency reliability coefficient (hereinafter refers to coefficient alpha) of .87. The coefficient alpha of this scale, based upon the entire sample ($n=291$), was .85, and the mean inter-item correlation was .36 which is acceptable.

This scale was derived from basically Lodahl and Kejner's (1965) 20-item job involvement scale, the most widely used scale, by focusing on the cognitive state of job involvement rather than the affective state of job involvement. This scale includes three items from Lodahl and Kejner's scale.

TABLE 1
DESCRIPTION OF THE SAMPLE

1. Number of Questionnaires Sent, Returned, and Found Usable

Sample	Sent	Returned	Usable	Return Rate
Digital	175	64	61	35%
Ricoh	300	283	230	77%
Total	475	347	291	61%

2. Details of the Sample

Overall: n=291 (male: 227; female: 64)

Digital: n= 61 (male: 43; female: 18; manager-male: 32;
manager-female: 7)

Ricoh: n=230 (male: 184; female: 46; manager-male: 23;
manager-female: 0)

Ego-Surrender. This was measured by a scale developed after factor analyzing the combined scale of Kanungo's job involvement, Dubin's central life interest, and Hackman and Lawler's job satisfaction scales. Focusing on the specific factor which may imply the dimension of ego-surrender, the following four items were derived from Kanungo's job involvement scale: (1) Most of my interests are centered around my job; (2) Most of my personal life goals are job oriented; (3) I consider my job to be very central to my existence; and (4) I like to be absorbed in my job most of the time.

When the scales were combined (10 items from Kanungo's, three items from Dubin's, and one item from Hackman and Lawler's scales), the above four items were heavily loaded on a factor different from other factors of job involvement. This factor appeared to be a separate dimension from the evaluative aspect of job involvement, and is interpreted as a dimension of a unity between ego and job or ego-surrender. The way this ego-surrender subscale was developed will be discussed later.

The coefficient alpha of this ego-surrender scale, based upon the entire sample, was .81, and the average inter-item correlation was .52, extremely high. These items appear as Appendixes A-3 and J-3, item numbers 5, 8, 9 and 10.

Attitude Toward Work. This was measured by the Protestant Ethic scale (short form) developed by Blood (1969). Endorsement of the Protestant Ethic implies a particular value orientation toward work. The coefficient alpha of this scale, based upon the entire sample, was .39, and the mean inter-item correlation was .08; thus, internal consistency is extremely low. The scale appears as Appendixes A-7 (item numbers 1 to 8) and J-7 (item numbers 1 to 8).

This scale consists of eight items in which subjects are asked to indicate their degree of agreement or disagreement. Four of the items are consistent with the Protestant Work Ethic and yield a "pro-Protestant Ethic" score. The remaining four items are not consistent with the spirit of the Protestant Work Ethic and generate a "non-Protestant Ethic" score.

This scale was used not only for the American sample but also for the Japanese sample. The scale items are considered to be a reflection of positive attitudes toward work in general rather than specific religious beliefs. For example, Saal (1976) used this scale for his research as a part of his dissertation, and reported that the scale was not associated with religious background particularly in terms of Christianity, and the relationship was statistically not significant. He suggested that "the Protestant Work Ethic appears to be a misnomer...but be thought of simply

as a work ethic" (p. 198). Thus, the items of this scale are considered to be applicable to the Japanese employees.

Importance of Work. The scale used by Ben-Porat (1980) and Manheim (1975) was used to measure the perceived value with respect to their present jobs. This scale is composed of seven items derived from Dubin's (1956) scale of "Central Life Interest" (40 items). Ben-Porat (1980) used this seven-item scale for his study and reported the coefficient alpha of .76. The coefficient alpha of this scale, based upon the entire sample, was .83, and the inter-item correlation was .40 which is extremely high. The scale appears as Appendixes A-7 (item numbers 9 to 15) and J-7 (item numbers 9 to 15).

Need Saliency. In order to measure the degree of need saliency, intrinsic motivation or extrinsic motivation, Kanungo's (1982a) job satisfaction scale was used. The original scale had 15 job factors to be rank ordered in terms of perceived importance for a person at work. The present author eliminated six items due to the fact that some items were redundant; there were too many similar job factors to be ranked from 1 to 15. (When the original scale was pre-tested at Hofstra University, some students complained of the redundancy and the difficulty of ranking 15 factors.) As a result of this modification, nine job factors were rank ordered by the subjects of this research in terms of perceived importance, and responses were ranked from 1 as the

most important to 9 as the least important. However, all the other scales in this research had the opposite scale direction, therefore, the rank orders had to be recoded to 9 as the most important and 1 as the least important. It is necessary to arrange all the scales in the same direction, otherwise the data analyses would become very confusing, particularly in correlational research such as the present study.

Five items out of nine job factors are extrinsically oriented, namely job security, adequate earnings, comfortable working conditions, respect and recognition from others, and good interpersonal relations. The remaining four items are considered to be intrinsically-oriented job factors; an interesting nature of work, responsibility and independence, achievement, and professional growth.

The degree of extrinsic motivation was measured by calculating a mean score of ranking orders of those five extrinsic job factors. In the same way, intrinsic motivation was measured by calculating a mean score of ranking orders of those four intrinsic job factors. Due to its nature, there was no way to estimate the reliability of this scale. This scale appears as Appendixes A-4 and J-4.

Growth Need Strength. In addition to the above scale of need saliency, a 12-item subscale from the Job Diagnostic Survey developed by Hackman and Lawler (1971) was used to

measure the degree of Growth Need Strength among the American and Japanese subjects. This scale was designed to measure the strength of growth need in terms of "how much of various opportunities and attributes you would like to have on your job" rather than what the job actually provides in terms of these opportunities and attributes. Responses are ranged from minimum to maximum amount of these opportunities. This scale appears as Appendixes A-5 and J-5. The coefficient alpha of this scale was .79 (n=291), and the inter-item correlation was .24 which is acceptable.

Self-Esteem. Ghiselli's (1971) Self-Assurance subscale was used to measure "the extent to which the individual perceives himself to be effective in dealing with the problems that confront him" (p. 57). This subscale has 31 paired adjectives to be chosen by the respondents as the most descriptive (16 items) and the least descriptive (15 items). In addition to these 31 paired adjectives, one more paired adjective set, capable versus discreet, was used as the most descriptive, to see how the American and Japanese employees describe themselves in their relations to the public. The validity of this subscale was provided by Ghiselli (1971). This scale appears as Appendixes A-6 and J-6.

Job Characteristics. The Job Characteristics Inventory developed by Sims, Szilagy, and Keller (1976) was used to measure certain core characteristics of one's job. According

to Pierce and Dunham (1978), this inventory is internally consistent and factorially pure across different occupational groups. From this inventory, three subscales were used for this research, that is, a 4-item scale of Variety (item numbers 3, 5, 8, and 11), a 5-item scale of Autonomy (item numbers 4, 7, 9, 16, and 17), and a 3-item Friendship (item numbers 1, 10, and 14). Sims et al. estimated the alpha coefficients of these subscales at .82, .84, and .84, respectively. In this research, the coefficient alpha of variety was .75; autonomy was .43; and friendship was .59. The inter-item correlation of variety was .43; autonomy was .12; and friendship was .32. These subscales appear as Appendixes A-10 and J-10.

In addition, a 6-item subscale of Role Ambiguity developed by Rizzo, House, and Lirtzman (1970) was used to measure perceived role clarity. One item which deals with time allocation was dropped as inappropriate to this research, and the remaining five items appear as Appendixes A-10 and J-10 (item numbers 2, 6, 12, 13 and 15). An average coefficient alpha of .78 was reported by House and Rizzo (1972). In this research, the coefficient alpha of this subscale was .77 (n=291), and the inter-item correlation was .40.

Organizational Climate. A 5-item subscale of Warmth (item numbers 7 to 11 of Appendixes A-11 and J-11), a 6-item subscale of Reward (item numbers 1 to 6 of Appendixes A-11

and J-11), a 5-item subscale of Support (item numbers 20 to 24 of Appendixes A-8 and J-8), a 4-item subscale of Identity (item numbers 16 to 19 of Appendixes A-8 and J-8), and a 4-item subscale of Conflict (item numbers 12 to 15 of Appendixes A-11 and J-11) taken from the Organizational Climate Questionnaire (Form B) developed by Litwin and Stringer (1968) were used to measure the organizational climate perceived by the employees at Digital and Ricoh. The subscales of Identity and Support appear as Appendixes A-8 and J-8 and the subscales of Warmth, Reward, and Conflict appear as Appendixes A-11 and J-11.

Based upon the entire sample, the coefficient alpha of warmth was .83; reward was .66; support was .78; identity was .69; and conflict was .59, and the inter-item correlations were .49, .23, .41, .36, and .25 respectively.

Need Satisfaction. The need satisfaction scale developed by Kanungo (1982a) was used to measure the degree of satisfaction with nine job factors or salient needs relative to one's present job. This scale was originally composed of 15 job factors but six items were dropped due to redundancy and to make this scale consistent with the need saliency scale. A coefficient alpha of .89 for this scale was reported by Kanungo (1982b). In this research, it was .88 (n=291), and the inter-item correlation was .43 which is more than adequate. This scale appears as Appendixes A-9 and J-9.

Job Satisfaction. The last item of the need satisfaction scale developed by Kanungo (1982a) and a 3-item job satisfaction scale used by Hackman and Lawler (1971) were used to measure the degree of job satisfaction. The coefficient alpha of this combined scale was .79 (n=291), and the inter-item correlation was .49 which is extremely high. This scale appears as Appendixes A-4 and J-4 (item numbers 1 to 3), and one item appears as Appendixes A-9 and J-9 (item number 10).

Procedure

All measurement instruments mentioned above were included in a questionnaire booklet with a brief description of the purpose of this research, a proposed definition of job involvement, and the proper assurance of confidentiality of responses to the questionnaires.

The English version of the questionnaire was translated into Japanese by the present author. The translated Japanese questionnaire was reviewed and checked with the original English questionnaire by Dr. Ken Kono, Professor of Marketing at Hofstra University, who has been involved in this type of research for the past ten years. Back translation procedures (Brislin, 1970) were not followed due mainly to a very different language and contrasting cultural background. It was understood that the exact translation of English into Japanese does not bring up the real meaning and intention of the original ques-

tionnaire items developed by the American researchers other than those in Ghiselli's Self-Assurance subscale. Ghiselli's subscale was translated into Japanese, then back-translated into English and comparisons of the original adjectives and translated adjectives were used to arrive at the final Japanese paired adjectives. The final version of the Japanese questionnaire was pretested for appropriateness by a small sample of Japanese managers working in the Manhattan area before it was finalized.

All the American data were collected through mail returns of the questionnaire booklets. Five sets of questionnaire booklets were mailed out to each of those managers who attended the seminar "Doing Business in Japan"; thus, they knew who was asking for their cooperation. Self-addressed, stamped-envelopes were enclosed for their convenience. A polite soliciting letter was also enclosed asking them to distribute the remaining questionnaire booklets to their colleagues and subordinates. One hundred forty-five sets of questionnaire booklets were mailed out. After two months, about 40 booklets were returned. A follow-up letter was mailed out to those managers.

In addition, a package of 30 questionnaire booklets with self-addressed stamped return envelopes was sent out to Dr. Catoline, for he was about to have another management

seminar for the Digital employees. Questionnaire booklets were distributed among seminar participants with Dr. Catoline's encouraging comments.

For the Japanese sample, managers at the Ricoh Atsugi plant were assembled in a conference room by Mr. Kamimoto, the general manager of the plant, during their working hours. The present author was introduced to the managers, and the purpose and significance of this research were explained briefly. During the meeting, the following points were emphasized: (1) the questionnaire was rather lengthy and some scales, such as Ghiselli's Self-Assurance scale, were cumbersome, therefore, their patience and cooperation were appreciated, and they were asked not to skip items of the questionnaire; (2) participation in this research was strictly voluntary, therefore, they should feel free to provide any information and this would be appreciated; (3) any information provided would be treated in confidence and anonymously, and the data would be used for research purposes only; and (4) it was emphasized that Ricoh was giving no financial support to the research project.

All assembled managers were asked to distribute the Japanese version of the questionnaire booklets to their subordinates with brief instructions that day. They were also asked to collect completed questionnaire booklets from their

subordinates the next day, and to bring the booklets to the personnel department. Three hundred questionnaire booklets were distributed through managers to their subordinates, and 283 completed questionnaire booklets were collected within two days with warm support provided by the personnel department of the Atsugi plant of Ricoh.

Data Analyses

Three specific research objectives were given in the previous section. This section describes the way the data were analyzed to meet these three objectives.

The first stated objective, to describe the two samples, Digital and Ricoh, not only in terms of the degree of involvement in their jobs, ego-surrender, job centrality, and their endorsement of work ethics, but also in terms of demographic, need saliency, job characteristics, and organization climate, was met with the information of descriptive statistics. Specifically, frequency distributions of subjects' responses on these scales were described by a measure of central tendency or the mean, as well as the standard error of the mean.

According to Welkowitz, Ewen, and Cohen (1976), the standard error of the mean indicates "the difference between a population's mean and the mean of a [random] sample drawn from that population," and it is an "error caused by sampling" (p. 106). If the standard error of the mean is estimated at

1.5, we conclude that two-thirds of the sample means will be between 1.5 units, plus or minus, of the population mean (if a sample is large enough). In other words, there is only one chance in three for a sample mean to be further than 1.5 units from the population mean in either direction (Guilford & Fruchter, 1978, p. 129).

In addition, the frequency distributions were described in terms of measures of dispersion, namely the standard deviation, skewness, and kurtosis. The standard deviation represents a sort of average variability, that is, the average of the deviations of each score from the mean. Normally, about two-thirds of the cases lie within the range of plus and minus one standard deviation from the mean (Guilford & Fruchter, 1978, p. 69). Skewness is a measure of the degree to which a distribution is asymmetrical; it may be skewed either to the right (positively skewed) or to the left (negatively skewed) in the direction of the tail. The third measure of dispersion from a bell-shaped normal distribution, kurtosis, indicates the shape of distribution in terms of whether or not it is more or less peaked or flat topped (Neter & Wasserman, 1974).

Further, key scales, such as Kanungo's Job Involvement, a subscale of Ego-Surrender, and Dubin's Central Life Interest were analyzed using reliability and factor analysis

techniques.

In order to meet the second objective, that is, to investigate the possible linear relationships between job involvement and various predictor variables, it was necessary to generate one comprehensive intercorrelation matrix. Detailed analyses would focus on basically testing the proposed hypotheses in terms of correlation coefficients between job involvement and ego-surrender as dependent variables and work value orientation, need saliency, job characteristics, and organization climate as independent variables. The degree of statistical significance associated with each correlation coefficient was determined in terms of the level of critical values. A correlation coefficient expresses the degree of correspondence or relationship between two sets of scores. Therefore, if a correlation is significant at .05 level, the relationship is being observed with the probability of a spurious reading in five out of 100 cases (Anastasi, 1976, p. 108).

The third and the last stated objective of this research, to examine the appropriateness of a proposed conceptual model of job involvement as a process of ego-surrender, was met by path analysis. The purpose of path analysis is to decompose and interpret linear relationships among a set of variables by assuming that "(1) a weak causal

order among these variables is known, and (2) the relationships among these variables are causally closed" (Kim & Kohout, 1975, p. 383).

The basic design of this research is a correlational one, therefore, there is no way of examining its causal relationships between dependent and independent variables. However, treating the regression coefficient (beta weight) as an effect coefficient, this path analysis technique is able to examine the possible causal relationships and interpretation among these variables. This completes the description of the data analyses used in this research.

CHAPTER III

RESULTS AND DISCUSSION

Descriptive Statistics of the Sample

Descriptive statistics of the degree of job involvement and other variables as perceived by the subjects of Digital and Ricoh are presented in Table 2.

Based upon the mean scores measured by Kanungo's Job Involvement scale, the Digital employees seemed slightly more involved in their jobs than the Ricoh employees (\bar{x} = 3.5 and 3.4, respectively). Even though the difference is small and not significant statistically, this is a surprising result for it has been argued that Japanese workers are more involved than American workers (Ouchi, 1981).

Dubin's "Central Life Interest" scale that measures "Importance of Work" yielded data indicating that Ricoh employees perceived their work as slightly more important to them than do Digital employees their work (\bar{x} = 3.0 for the Ricoh sample and \bar{x} = 2.8 for the Digital sample, but the difference is n.s., that is, not significant statistically). "Endorsement of work ethic" measured by Blood's Protestant

TABLE 2
DESCRIPTIVE STATISTICS FOR EACH VARIABLE BY SAMPLE

	Digital		Ricoh		t-Test
	\bar{x}	SD	\bar{x}	SD	
Job Involvement	3.50	.83	3.41	.77	<u>n.s.</u>
Central Life Interest	2.82	.74	2.96	.62	<u>n.s.</u>
Protestant Ethic	3.46	.50	3.32	.40	<u>n.s.</u>
Sex	1.29	.46	1.20	.40	<u>n.s.</u>
Age	2.36	.83	2.24	.76	<u>n.s.</u>
Length of Service	3.15	1.11	4.01	1.00	5.41
Organization Position	3.52	1.04	2.19	1.13	8.33
Intrinsic Motivation	6.12	1.03	5.13	1.29	5.58
Extrinsic Motivation	4.11	.83	4.90	1.03	5.51
Growth Need Strength	5.92	.51	5.07	.76	8.30
Self-Esteem	26.59	4.06	20.69	3.90	10.41
Task Variety	3.64	.90	3.31	.82	<u>n.s.</u>
Autonomy	3.64	.66	2.79	.45	11.81
Friendship	3.95	.71	3.41	.67	5.52
Role Clarity	3.35	1.12	3.41	.61	<u>n.s.</u>
Warmth	3.53	.75	3.35	.55	<u>n.s.</u>
Reward System	2.91	.71	3.22	.48	3.98
Conflict	3.25	.73	3.16	.54	<u>n.s.</u>
Support	3.36	.90	3.27	.60	<u>n.s.</u>
Identity	3.39	.84	3.37	.54	<u>n.s.</u>
Need Satisfaction	4.38	.81	3.69	.66	6.79
Intrinsic Satisfaction	4.37	1.01	3.79	.73	5.06
Extrinsic Satisfaction	4.40	.73	3.63	.69	7.61
Job Satisfaction	3.98	1.03	3.41	.83	4.56
Ego-Surrender	3.33	1.00	3.06	.92	2.01

Ethic scale scored slightly higher at Digital than at Ricoh (\bar{x} = 3.5 and 3.3, respectively, again, however, n.s.). The Digital employees seemed to be intrinsically more motivated than the Ricoh employees (\bar{x} = 6.1 and 5.1, respectively, and the difference was statistically significant, t = 5.58, p < .001). On the other hand, the Ricoh employees valued extrinsic job factors more highly than the Digital employees (\bar{x} = 4.9 and 4.1, respectively, t = -5.51, p < .001).

The strength of "growth need," as measured by Hackman and Lawler's scale, scored higher at Digital than at Ricoh (\bar{x} = 5.9 and 5.1, respectively, t = 8.30 p < .001), and "self-esteem," as measured by Ghiselli's Self-Assurance subscale, scored significantly higher at Digital than at Ricoh (\bar{x} = 26.6 and 20.7, respectively, t = 10.41, p < .001).

"Task variety" and "role clarity" measures yielded no significant difference between Digital and Ricoh. As expected, "autonomy" was perceived slightly more favorably at Digital than at Ricoh (\bar{x} = 3.6 and 2.8, respectively, t = 11.8, p < .001). However, it came as a surprise to find that Digital indicated more "friendly relationships" among themselves than did the Ricoh employees (\bar{x} = 4.0 and 3.4, respectively, t = 5.52, p < .001).

"Organization climate" data based on the Litwin and Stringer subscales gave the following results: "reward system" was perceived more favorably by the Ricoh employees than

Digital's (\bar{x} = 3.2 and 2.9, respectively, t = 3.98, p < .001). Other subscales, such as warmth, conflict, support, and identity were all perceived similarly, ranging from \bar{x} = 3.2 and 3.5, and no significant difference was found between the statistics of two samples.

Surprisingly, statistics related to "satisfaction" clearly suggested that the Digital employees were more satisfied than the Ricoh employees in terms of intrinsic needs (\bar{x} = 4.4 and 3.8, respectively, t = 5.06, p < .001), extrinsic needs (\bar{x} = 4.4 and 3.6, t = 7.61, p < .001), the job in general (\bar{x} = 4.0 and 3.4, t = 4.56, p < .001), and overall need satisfaction (\bar{x} = 4.4 and 3.7, t = 6.79, p < .001).

Most of the subjects in the Digital and Ricoh samples were males, Digital's were slightly older, and organizational positions held by Digital's were significantly higher than Ricoh's (t = 8.33, p < .001). However, members of the Ricoh sample had a longer average length of tenure than did Digital's (t = -5.41, p < .001).

Contrary to our expectations, the Digital sample showed a slightly higher level of ego-surrender (\bar{x} = 3.3) than Ricoh (\bar{x} = 3.1) and the difference is statistically significant (p < .05). This is probably due to the unique nature of each sample. About 67 percent of Digital is composed of managers (males as well as females) but Ricoh had only 10 percent of

the sample as managers and they were all males. However, the Ricoh managers had achieved a higher mean score of ego-surrender ($\bar{x} = 3.8$) than the Digital managers ($\bar{x} = 3.2$). In order to investigate the meaningful differences between Digital and Ricoh in terms of the degree of job involvement, it is necessary to segregate the sample properly.

Table 3 summarizes the results of mean score differences in terms of the degree of job involvement by sex and managerial position. The highest mean score of job involvement was attained by the group of Ricoh managers ($\bar{x} = 4.0$, all males), followed by the Digital female managers ($\bar{x} = 3.8$), the Digital female workers ($\bar{x} = 3.6$), and the Ricoh males ($\bar{x} = 3.6$). The lowest level of job involvement was scored by the Ricoh females (all relatively low-ranked staff-employees, $\bar{x} = 2.7$). This obviously lowered the overall mean score of the Ricoh sample. As a result, Digital scored slightly higher than Ricoh ($\bar{x} = 3.5$ and 3.4 , respectively), but the difference was not significant.

Among the Digital subjects, females were slightly more involved than males ($\bar{x} = 3.6$ and 3.5 , respectively), but for the Ricoh subjects, males were more involved than females, and the difference was significant ($t = 7.28$, $p < .001$). Mean scores of the Ricoh females were skewed positively, clustered more in the lower scores (Skewness = $.24$). The distribution

TABLE 3
DEGREE OF JOB INVOLVEMENT BY SAMPLE

Sample	n	\bar{x}	Std Err	S.D.	Kurtosis	Skewness
Overall	291	3.43 ^a	.05	.78	-.39	-.07
Male	227	3.55	.05	.71	-.49	.24
Female	64	2.98	.10	.83	.98	.78
Manager	62	3.73	.10	.80	-.12	-.43
Non-Mgr	229	3.50	.05	.76	-.35	-.00
Digital-All	61	3.50	.11	.83	-.20	-.23
Male	43	3.47	.11	.73	-.31	-.50
Female	18	3.58	.25	1.05	-.52	-.10
Manager	39	3.53	.13	.85	-.18	-.10
Mgr-Female	7	3.81	.50	1.32	-.22	-.52
Ricoh-All	230	3.41	.05	.77	-.42	-.03
Male	184	3.57	.05	.71	-.56	-.03
Female	46	2.74	.09	.60	2.32	.24
Mgr (male) ^b	23	4.00	.12	.60	.07	-.66

^aScaled 1: strongly disagree to 6: strongly agree.

^bAll Ricoh managers were males.

was peaked (Kurtosis = 2.32). On the other hand, the scores of the Digital females were skewed negatively, clustered more to the higher scores (Skewness = -.10). The distribution of values was rather flat-topped, widely dispersed (S.D. = 1.05). The largest standard deviation was observed among the Digital female managers (S.D. = 1.32), and scores were skewed negatively, clustered in the higher scores.

In sum, the male managers of Ricoh and the female managers of Digital indicated a relatively high level of job involvement, but the female subjects of Ricoh and the male subjects of Digital showed a relatively low level of job involvement. This clearly suggests that various factors affected the level of job involvement. Possible areas would include job characteristics, such as routine, boring as opposed to challenging, responsible jobs, or may be related to organizational factors, such as competitive or cooperative work atmosphere.

The indices of Central Life Interest measured by Dubin's scale indicated basically the same results of the indices of job involvement as presented in Table 4. The overall mean score was evidenced as neutral (\bar{x} = 2.9 out of 5-point scale). The Ricoh sample showed slightly higher job centrality than the Digital sample (\bar{x} = 3.0 and 2.8, respectively, n.s.).

TABLE 4
DEGREE OF CENTRAL LIFE INTEREST BY SAMPLE

Sample	n	\bar{x}	Std Err	S.D.	Kurtosis	Skewness
Overall	291	2.93 ^a	.04	.65	.04	-.13
Male	227	3.04	.04	.59	.05	-.05
Female	64	2.54	.09	.69	.25	.24
Manager	62	3.19	.09	.74	.15	-.45
Digital-All	61	2.82	.09	.74	-.36	-.29
Male	43	2.83	.09	.62	-.18	-.40
Female	18	2.77	.23	.99	-1.08	-.10
Manager	39	2.91	.11	.71	-.39	.47
Mgr-Female	7	2.84	.42	1.11	-1.75	-.24
Ricoh-All	230	2.96	.04	.62	.07	-.01
Male	184	3.09	.04	.58	.07	.09
Female	46	2.45	.08	.52	.35	-.36
Mgr (male) ^b	23	3.66	.11	.54	.03	.24

^aScaled 1: strongly disagree to 5: strongly agree.

^bAll Ricoh managers were males.

The Ricoh managers again showed the highest mean score for Central Life Interest ($\bar{x} = 3.7$), and the Ricoh females scored the lowest mean score, below that of the Digital females ($\bar{x} = 2.5$ and 2.8 , respectively). The scores of the Digital females were widely dispersed ($S.D. = .99$) flat-topped: (Kurtosis = -1.75) probably due to the high mean scores of the Digital female managers.

With respect to the description of self-esteem measured by Ghiselli's Self-Assurance subscale, the results showed extremely interesting differences existing between the Digital and the Ricoh subjects. This is presented in Table 5 where, as expected, the Digital group scored significantly higher than the Ricoh group ($\bar{x} = 26.5$ and 20.7 , respectively, $t = 10.41$, $p < .001$).

The highest score in self-esteem was achieved by the Digital female managers ($\bar{x} = 27.7$) followed by the Digital females ($\bar{x} = 27.4$). No mean score difference was found between the Digital male and female subjects ($\bar{x} = 26.3$ and 27.4 , respectively), but the mean scores of the Ricoh males and females showed a slight difference (n.s.). The comparison of percentile ranks with Ghiselli's norm is presented in Table 6a for further analysis. The data clearly indicate that significant differences exist between the two samples, and between the Ricoh male and female groups.

TABLE 5
DESCRIPTION OF GHISELLI'S SELF-ASSURANCE BY SAMPLE

Sample	n	\bar{x}	S.D.	Kurtosis	Skewness
Overall	291	21.9	4.6	-.19	.32
Digital-All	61	26.5	4.1	-.76	.05
Mgr-male	32	26.3	4.3	-.75	.35
Mgr-female	7	27.7	3.7	-.99	-.52
Male	43	26.3	4.0	-.61	.32
Female	18	27.4	4.2	.23	-.74
Ricoh-All	230	20.7	3.9	-.29	.14
Mgr-male ^a	23	21.5	4.2	.13	.02
Male	184	21.1	4.0	-.33	.06
Female	46	19.3	3.1	-.45	.05

^aNo female managers for the Ricoh sample.

TABLE 6

a. COMPARISON WITH THE GHISELLI'S NORM OF
SELF-ASSURANCE BY SAMPLE

Score	Ghiselli's Norm	Digital			Ricoh		
		All	Male	Female	All	Male	Female
39	99%						
37	96						
35	91	100%					
33	82	97	100%	100%			
31	65	87	88	83	100%	100%	
29	47	72	79	72	99	99	
27	33	57	61	50	95	94	100%
25	22	43	49	22	89	87	98
23	14	28	30	17	77	73	94
21	7	15	15	-	57	52	74
19	5	5	2	11	39	35	54
17	-	-	-	-	24	22	28
15	-	-	-	-	8	8	11
13	-	-	-	-	3	2	4

Significant paired adjectives are also presented in Table 6b to show the differences in terms of choices made by the subjects of this research. This indicates a possible effect of socio-cultural differences on their descriptions of their self-esteem. For example, most subjects of Digital chose "Capable" as the most descriptive term, whereas Ricoh chose "Discreet" as the most descriptive. Also, Digital chose "Alert", but Ricoh chose "Unaffected" as shown in Table 6b. These differences were all statistically significant ($p < .001$).

Thus, it may be possible to conclude that the Digital subjects were intrinsically motivated, having high growth needs and high self-esteem, and the subjects of Ricoh were rather extrinsically motivated, having lower growth needs and lower self-esteem. However, the Japanese people tend to describe themselves as modest and humble rather than in terms of individual capabilities. Ouchi (1981) points out the value of collectivism rather than individual effort in the Japanese mind, because "everything important in life happens as a result of teamwork or collective effort" (p. 42).

Therefore, describing themselves as discreet instead of capable (as shown in Table 6b) does not mean that the Japanese subjects in this research were less self-assured. It is a matter of preference between the two adjectives, and they chose the one which they deemed to be more acceptable socially

TABLE 6 (Continued)

b. SIGNIFICANT DIFFERENCES IN RESPONDING TO
SELF-ASSURANCE PAIRS BY SAMPLE

Item Number	t-Test	Item Description
<u>Most Descriptive</u>		
1	-17.69**	Capable - <u>Discreet</u> ^a
3	2.34*	<u>Loyal</u> - Dependable
4	12.10**	<u>Unaffected</u> - Alert
5	- 8.49**	Sharp-Witted - <u>Deliberate</u>
8	- 5.61**	Progressive - <u>Thrifty</u>
9	10.52**	<u>Thoughtful</u> - Fairminded
10	- 3.29**	Sociable - <u>Steady</u>
11	- 3.38**	Pleasant - <u>Modest</u>
12	- 3.88**	Responsible - <u>Reliable</u>
14	3.33**	<u>Imaginative</u> - Self-controlled
16	2.34*	<u>Stable</u> - Foresighted
<u>Least Descriptive</u>		
17	2.26*	Shy - <u>Lazy</u>
18	- 4.08**	<u>Immature</u> - Quarrelsome
20	4.18**	<u>Conceited</u> - <u>Infantile</u>
21	- 2.56*	<u>Shallow</u> - Stingy
22	- 5.49**	<u>Unstable</u> - Frivolous
25	6.20**	Despondent - <u>Evasive</u>
26	- 4.39**	<u>Weak</u> - Selfish
27	5.50**	Fussy - <u>Submissive</u>
30	4.39**	Hardhearted - <u>Self-pitying</u>
31	- 6.23**	<u>Cynical</u> - Aggressive
32	- 6.57**	<u>Undependable</u> - Resentful

*p < .05

**p < .001

^aUnderlined are adjectives chosen more by Ricoh than Digital.

rather than honestly describing their true self-images.

This unique quality of the Japanese people has been argued in terms of tatemae or professed intention and honne or true intention, and has been criticized by Westerners as two-faced. For example, Graham (1981) states that

It is important for Japanese to be polite and to communicate the tatemae while reserving the possible offending, but also informative honne....To the American point of view this distinction between tatemae and honne seems hypocritical indeed. However, the discrepancy is borne by Japanese in good conscience.
(p. 7)

Further, Ouchi (1981) states that this is the way Japanese behave in order to be accepted as a group member. They suppress their true intentions and feelings so that they do not confront other members of the group and thus maintain harmonious relationships. He discusses this character in terms of trust, subtlety, and intimacy (p. 10).

Therefore, the results of need saliency scales particularly Ghiselli's Self-Assurance subscale, have to be interpreted carefully, particularly when it is applied to Japanese samples. The results of Ghiselli's subscale may not indicate the level of self-esteem, but actually may indicate the level of modesty which is socially desirable among the Japanese subjects.

One possible answer to this tendency can be provided in terms of the influence of Zen Buddhism as discussed ear-

lier. Japanese people value collectivism and cooperativeness rather than asserting the unique or supreme quality of an individual and a related competitiveness. As a result, Japanese people have a tendency to express their socially desirable feelings, particularly when they respond to the questionnaire relative to their self-esteem, growth need strength, and intrinsic motivation. Thus, it seems difficult to accept the results at this point based upon only the descriptive statistics. The data must be analyzed using more sophisticated statistical techniques, nevertheless, approached with a great deal of caution.

With respect to job characteristics, task variety and role clarity, no significant difference between the two samples was manifest. The Digital subjects, however, valued and perceived autonomy and friendship more favorably than the Ricoh subjects. This is probably due to the unique interpersonal relationships existing at Digital and the high degree of autonomy held by the Digital managers who themselves constituted 67 percent of the Digital sample.

The variables of organization climate, such as warmth, conflict, support, and identity, were all scored similarly neutral in both samples. Reward system was perceived in a slightly more favorable manner by Ricoh than Digital, and the difference was significant statistically. Nevertheless,

the scores should be interpreted as neutral.

Thus, in terms of possible organization climate differences existing between the two organizations such as Digital (individual-oriented and competitive) and Ricoh (group-oriented and supportive), no significant difference was found in this research. In the variables related to satisfaction, Digital clearly scored significantly higher than Ricoh. The Digital subjects were happier with the degree of satisfaction of their intrinsic needs, extrinsic needs, as well as their jobs than the Ricoh subjects. This is another surprising finding in this research.

Looking at the degree of Central Life Interest as perceived by two samples, it was found that the Ricoh managers again showed the highest mean score of the Central Life Interest scale and that was significantly different from that of the Digital managers. This result is consistent with the results reported by Endo (cited in Dubin, Champaux, & Porter, 1975). Endo reported in his dissertation that 82 percent of his sample (Japanese middle managers) perceived their jobs as central to their lives.

The above description of the results completes the discussion of the information provided by the descriptive statistics of the sample, but one caveat is necessary. The subsamples of Digital and Ricoh, particularly Ricoh managers

(n=23) and Digital female managers (n=7), were very small, therefore, the generalizability of some of the results is questionable. Before turning to the second objective, it is important to discuss the appropriateness of some key measurement scales used in this research in terms of their reliability and factorial structure. That is the subject of the next section.

Reliabilities and Factor Structures of Key Measurement Scales

Job Involvement. Kanungo's (1982a) 10-item Job Involvement scale, which played the major role in this research, had a coefficient alpha, based upon the entire sample, of .85. Kanungo (1982b) reported a coefficient alpha of this scale of .87 which is very similar to the one obtained in this research. Coefficient alpha estimates "the internal consistency of the items within it. If the average correlation between items within a test is high, the internal consistency is high" (Nunnally, 1967, p. 550). The average inter-item correlation for this scale, based upon the entire sample, was .36 which is considered to be rather high (Nunnally notes that "correlations between items on most tests are low in an absolute sense, with average correlations above .30 being the exception," p. 550).

A principal-component analysis followed by a varimax rotation was used to arrive at factor solutions. The principal-

component analysis is a method of transferring a given set of variables into a new set of composite variables or principal components that are orthogonal (uncorrelated) with respect to each other. The analysis yielded two factors with eigenvalues of 4.5 for the factor one and 1.1 for the factor two which accounted for 56.6 percent of the total variance. The rotated factor matrix resulting from a varimax rotation appears in Table 7. The first factor after varimax rotation accounted for 85.9 percent of the total variance. Item numbers 1, 3, 4, 5, 6, 8, 9, and 10 loaded heavily on this factor. Each of these eight items reflects a tendency to be involved in one's particular job. Thus, this factor may be labeled as "positive job involvement." The second rotated factor, item number 7, negative in description, accounted for an additional 14.1 percent of the total variance. This item reflects a feeling of detachment from one's job. Thus, this factor may be labeled as "negative job involvement." The factor intercorrelation between these factors was $-.32$.

Kanungo (1982b) reported very similar results of the principal-components analysis followed by a varimax rotation which yielded the same two factor solution with eigenvalues of 5.15 and 2.39, which explained 47.2 percent of the total variance. The first factor reflected job involvement with item loadings ranging from .44 to .77. The second factor did

TABLE 7
 VARIMAX ROTATED FACTOR MATRIX FOR KANUNGO'S
 JOB INVOLVEMENT SCALE

Item Number ^a	Factor Number	
	1	2
1	.64*	.19
2	.27	.28
3	.56*	.37
4	.71*	.21
5	.72*	.22
6	.66*	.07
7	-.01	.61* ^b
8	.76*	.10
9	.75*	.07
10	.62*	.04
Eigenvalue	8.60	1.41
Percent of Variance	85.9	14.1

*Factor loadings exceeding .40 in absolute value.

^aAverage inter-item correlation was .36.

^bDetachment from work

not reveal significant results (factor loadings ranged from .00 to .31).

Therefore, it is concluded that Kanungo's (1982a) scale of job involvement is reliable and factorially consistent and appropriate for measuring the degree of job involvement.

Ego Surrender. In order to measure the degree of ego-surrender, a subscale of job involvement was developed. Fourteen items taken from Kanungo's job involvement, Dubin's central life interest, and Hackman and Lawler's job satisfaction scales, which could be used to measure the degree of ego-surrender, were combined.

A principal-component analysis followed by varimax rotation yielded a three factor solution. As shown in Table 8, eight items were loaded heavily on the first factor. The direction of these loadings and the items that appeared in the table suggest a tendency to evaluate one's job on the worth of his job. Thus, this factor may be labeled as "evaluative job involvement." Item numbers 8, 9 and 10 loaded rather heavily on the second factor. After examining the loadings and item descriptions, item number 5 which was close to the .40 level of significance was added. Each of these four items may reflect one's intention to be absorbed in and be united with his job. Thus, this factor may be labeled as "unity between ego and job" or "job surrender". Kanungo's

TABLE 8
 VARIMAX ROTATED FACTOR MATRIX FOR COMBINED SCALE
 (Job Involvement, Central Life Interest,
 Job Satisfaction)

Item Number		Factor Number			Item Description
		1	2	3	
1	Job Inv.	.66*	.23	.18	Job-most important
2	Job Inv.	.09	.35	.30	Small part of who I am
3	Job Inv.	.49*	.30	.34	Personally involved
4	Job Inv.	.69*	.26	.15	Live, eat and breathe my job
5	Job Inv.	.64*	<u>.38^a</u>	.19	Interests are centered around job
6	Job Inv.	.63*	.25	.03	Strong ties with my job
7	Job Inv.	.04	-.06	.61*	Feel detached from my job
8	Job Inv.	.44*	<u>.68*</u>	.03	Life goals are job oriented
9	Job Inv.	.36	<u>.72*</u>	.04	Job-central to my ex- istence
10	Job Inv.	.38	<u>.51*</u>	.06	To be absorbed in my job
11	C.L.I.	.67*	.25	.13	Most interested in my work
12	C.L.I.	.39	.12	.08	Think only of my work
13	C.L.I.	.44*	.33	.14	Time should be devoted to work
14	Job Satis.	.22	.17	.40*	Intention to quit

*Factor loadings exceeding .40 in absolute value.

^aUnderlined are the items identified as a separate dimension labeled ego-surrender

job involvement scale was originally designed to measure the cognitive aspect of job involvement, but the above factor analysis indicates that there is another dimension which may be separated from the dimension of job involvement.

Reliability and factor analysis were, then, performed on this newly separated four-item subscale. The results were rather encouraging. The coefficient alpha, based upon the entire sample, was .81, and the average inter-item correlation was .52, exceptionally high indicating the high consistency among these four items. A principal-components analysis yielded one factor solution with an eigenvalue of 4.0 which accounted for 100 percent of the total variance. The factor matrix using the alpha factor appears in Table 9. Since there was only one factor, no rotation was required. All items were loaded heavily and were significant. Thus, it is concluded that the newly developed subscale of ego-surrender as a sub-function of job involvement is highly reliable, factorially consistent, and appropriate for measuring the degree of ego-surrender.

Central Life Interest. The coefficient alpha for Dubin's (1956) 7-item scale of Central Life Interest, based upon the entire sample, was .83, and the average inter-item correlation was .40. A principal-components analysis of Dubin's scale yielded one factor solution with an eigenvalue of 7.0

TABLE 9
 FACTOR MATRIX USING ALPHA FACTOR FOR
 THE NEW SCALE OF EGO-SURRENDER

Item Number	Factor 1
1 JI- 5	.62*
2 JI- 8	.81*
3 JI- 9	.78*
4 JI-10	.67*
Eigenvalue	4.0
Percent of Variance	100.0
Average Inter-Item Correlation	.52

*Factor loadings exceeding .40 in absolute value.

which accounted for 100 percent of the total variance. The factor matrix using the alpha factor appears as Table 10. Since there was only one factor, no rotation was required. All the items except item number 6 had high loadings on this factor. The direction of these loadings and the items appeared in the table clearly suggest a tendency to perceive work as the most important activity of one's life. Thus, this factor may be labeled as "work as Central Life Interest."

Therefore, it is concluded that Dubin's scale is reliable and factorially consistent, and appropriate to measure the degree of importance of work to that person's sense of well being.

Variable Correlations

An intercorrelation matrix indicating linear relationships (Pearson product-moment correlation) among the variables used in this research, based upon the entire sample, is presented in Table 11. Since the major concern of this research is the concept of job involvement as a process of ego-surrender, relationships related to this measure are discussed first. This is followed by other correlational information available in the table.

First of all, Kanungo's job involvement scale correlated significantly with ego-surrender subscale ($r = .91$), Dubin's scale ($r = .69$), and Blood's scale ($r = .44$). Job

TABLE 10
 FACTOR MATRIX USING ALPHA FACTOR FOR
 DUBIN'S CENTRAL LIFE INTEREST SCALE

Item Number	Factor 1
1	.75*
2	.77*
3	.81*
4	.45*
5	.68*
6	.35 ^a
7	.66*
Eigenvalue	7.0
Percent of Variance	100.0

*Factor loadings exceeding .40 in
 absolute value.

^aConcern after work.

TABLE 11
 INTERCORRELATION MATRIX FOR THE ENTIRE SAMPLE (n=291)

	1	2	3	4	5	6	7	8	9	10
1. Job Involvement										
2. Ego-Surrender	.91**									
3. Central L. Interest	.69**	.63**								
4. Protestant Ethic	.44**	.41**	.55**							
5. Sex	-.31**	-.26**	-.32**	-.13*						
6. Age	.40**	.35**	.41**	.19**	-.60**					
7. Length of Service	.33**	.26**	.40**	.16*	-.62**	.72**				
8. Org. Position	.22**	.22**	.26**	.25**	-.31**	.45**	.27**			
9. Intrinsic Motiv.	.25**	.29**	.21**	.33**	-.22**	.26**	.08	.29**		
10. Extrinsic Motiv.	-.25**	-.28**	-.20**	-.32**	.23**	-.26**	-.09	-.28**	-.99**	
11. Growth N. Strength	.16*	.19**	.09	.11*	-.10*	.08	-.07	.20**	.30**	-.30**
12. Self-Esteem	.12*	.12*	.05	.15*	-.04	.14*	-.10*	.32**	.31**	-.31**
13. Variety	.33**	.23**	.29**	.25**	-.26**	.35**	.27**	.34**	.33**	-.32**
14. Autonomy	.04	.08	.02	.13*	-.04	.14*	-.06	.28**	.22**	-.22**
15. Friendship	.23**	.20**	.15*	.20**	-.02	.14*	.01	.19**	.20**	-.20**
16. Role Clarity	.28**	.23**	.27**	.28**	-.16*	.20**	.27**	.03	.18**	-.19**
17. Warmth	.28**	.24**	.24**	.32**	.02	.02	.04	.11*	.19**	-.19**
18. Reward System	.36**	.31**	.32**	.25**	-.05	.10	.25**	-.04	.05	-.05
19. Conflict	.30**	.28**	.22**	.21**	-.08	.15*	.14*	.13*	.15*	-.14*
20. Support	.25**	.17*	.21**	.29**	-.03	.03	.08	.06	.11*	-.11*
21. Identity	.38**	.29**	.32**	.34**	-.04	.10*	.13*	.05	.11*	-.11*
22. Need Satisfaction	.38**	.28**	.32**	.35**	-.10*	.20**	.10*	.31**	.29**	-.29**
23. Intrinsic N. Satis.	.34**	.25**	.31**	.32**	-.12*	.19**	.13*	.25**	.24**	-.24**
24. Extrinsic N. Satis.	.34**	.26**	.27**	.34**	-.06	.18*	.04	.32**	.29**	-.29**
25. Job Satisfaction	.42**	.28**	.32**	.33**	-.17*	.25**	.17*	.26**	.24**	-.24**

* $p < .05$; ** $p < .001$

TABLE 11 (Continued)

	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														
11.														
12.	.28**													
13.	.17*	.17*												
14.	.39**	.31**	.16*											
15.	.26**	.26**	.39**	.32**										
16.	.15*	.06	.17*	.02	.30**									
17.	.19**	.03	.26**	.06	.41**	.45**								
18.	-.02	-.16*	.18**	-.15*	.23**	.43**	.57**							
19.	.12*	-.05	.30**	.05	.22**	.33**	.50**	.46**						
20.	.10*	.00	.20**	-.04	.33**	.48**	.64**	.54**	.47**					
21.	.06	.01	.25**	.06	.31**	.42**	.51**	.49**	.43**	.55**				
22.	.25**	.26**	.40**	.27**	.50**	.51**	.51**	.39**	.37**	.51**	.47**			
23.	.20**	.22**	.30**	.23**	.39**	.46**	.43**	.35**	.29**	.42**	.43**	.91**		
24.	.25**	.27**	.40**	.29**	.50**	.45**	.49**	.35**	.38**	.49**	.43**	.93**	.71**	
25.	.20**	.21**	.42**	.19**	.43**	.48**	.45**	.33**	.30**	.44**	.42**	.81**	.68**	.73**

* p .05; ** p .001

involvement shares 82.8 percent of a common variance with the ego-surrender scale. Both scales seem to be closely associated with each other. Central life interest and Protestant ethic scales shared 47.6 percent and 19.4 percent of variance in common with job involvement, leaving much of the variance unique to each other.

As for the demographic variables, the following results emerged: sex ($r = -.31$); age ($r = .40$); length of service ($r = .33$); and organization position ($r = .22$). Sex was negatively correlated not only with job involvement but also with ego-surrender, central life interest, and Protestant ethic scales. Since this dummy variable was coded as male = 1 and female = 2, negative correlations indicate that female subjects of this research were less involved, less ego-surrendered, perceived their work as less central, and endorsed the Protestant ethic less than male subjects. Further, sex was negatively correlated with age, length of service, organization position, intrinsic motivation, growth need strength, variety, role clarity, need satisfaction, and job satisfaction. The results clearly indicate that female subjects of this research were rather younger, had shorter length of service, held lower organizational position, were extrinsically motivated, expressed low growth needs, unfavorable perception of variety, role clarity, lack of salient need satis-

faction (particularly intrinsic needs), and were less satisfied with their jobs than male subjects.

Age is positively correlated with job involvement, ego-surrender, and central life interest. Age is also positively correlated with length of service, organization position, intrinsic motivation, variety, role clarity, needs in general, and job satisfaction. This means that older subjects were more involved, ego-surrendered, perceived their jobs as central, had longer length of service, held higher organizational position, were intrinsically motivated, favored variety, role clarity, showed salient need satisfaction, and higher job satisfaction than younger subjects of this research.

Focusing on the need saliency variables, the following correlations with job involvement emerged: intrinsic motivation ($r = .25$, $p < .001$); extrinsic motivation ($r = -.25$, $p < .001$); growth need strength ($r = .16$, $p < .05$); and self-esteem ($r = .12$, $p < .05$). It is surprising to note that job involvement is positively correlated with intrinsic motivation and negatively correlated with extrinsic motivation in this research. Since these results were opposite that of Gorn and Kanungo's (1980) findings, they will be discussed later.

Turning to the possible linear relationships between the job involvement and job characteristics variables, the following correlations were found: task variety ($r = .33$);

friendship ($r = .23$); and role clarity ($r = .28$). They were all significant ($p < .001$). However, unexpectedly, autonomy was not correlated significantly with job involvement.

The other situational variables, that is, organization climate variables, were correlated with job involvement in the following manner: warm feeling toward others ($r = .28$); reward system ($r = .36$); encouragement of confrontation ($r = .30$); supportiveness ($r = .25$); and identity ($r = .38$); all correlations are positive and significant ($p < .001$).

With respect to the correlations between job involvement and need satisfaction, the following results emerged: satisfaction with need in general ($r = .38$); satisfaction with intrinsic needs, ($r = .34$); satisfaction with extrinsic needs ($r = .34$); and satisfaction with job in general ($r = .42$). All correlations were positive and significant ($p < .001$). This clearly indicates that those who were satisfied with their salient needs were involved in their jobs.

In addition, there are some interesting results available in Table 11, such as a negative correlation between organizational position and extrinsic motivation ($r = -.28$) and a positive correlation with intrinsic motivation ($r = .29$). The results indicate that managers were intrinsically motivated but non-managers were extrinsically motivated.

Intrinsic motivation was correlated positively with job characteristics, organization climate, need satisfaction, job satisfaction, growth need strength, and self-esteem except reward system. Extrinsic motivation showed just an opposite picture. In sum, intrinsically motivated subjects indicate a strong growth need, high self-esteem, a favorable perception of job characteristics and organization climate, and greater satisfaction with their jobs and how their needs are met.

Autonomy was correlated rather strongly with growth need strength ($r = .39$), self-esteem ($r = .31$), intrinsic motivation ($r = .22$), and organizational position ($r = .28$), but negatively with extrinsic motivation ($r = -.22$). The data imply that those who have strong growth needs, high self-esteem, intrinsic motivation, and higher organizational positions favored autonomy.

Need and job satisfaction variables were positively correlated with work value orientation, intrinsic motivation, job characteristics, organization climate variables except sex and extrinsic motivation. This indicates that those who were intrinsically motivated were satisfied with their intrinsic needs but those who were extrinsically motivated were not satisfied with their extrinsic needs. Further, females were less likely to have their salient needs satisfied than males.

Finally, it is interesting to note the correlational differences between Digital and Ricoh, summarized in Tables 12, 13, and 14. As expected, ego-surrender and central life interest were correlated significantly with job involvement, particularly ego-surrender ($r = .88$ for Digital, $r = .91$ for Ricoh) sharing more than 77 percent (Digital) and 84 percent (Rico) of variance in common.

Surprisingly, Digital did not show any significant correlations between job involvement, ego-surrender, central life interest and predictor variables except identity ($r = .22$ with job involvement) and satisfaction variables ($r = .27$ to $.31$ with job involvement) as shown in Table 12. This suggests that those who surrendered their ego, perceived their jobs as central and endorsed work ethics, identified themselves with the organization, were satisfied with their salient needs and their jobs, and were more involved in their jobs.

With regard to the additional information available from the table, it was found that sex was also negatively correlated with age ($r = -.28$). This implies that female subjects of the Digital sample were younger than male subjects. Age was positively correlated with length of service ($r = .46$), organization position ($r = .24$), variety ($r = .28$), and job satisfaction ($r = .23$), but negatively correlated with

TABLE 12
 INTERCORRELATION MATRIX FOR THE DIGITAL SAMPLE (n=61)

	1	2	3	4	5	6	7	8	9	10
1. Job Involvement										
2. Ego-Surrender	.88**									
3. Central L. Interest	.67**	.58**								
4. Protestant Ethic	.39**	.42**	.56**							
5. Sex	.06	.18	-.04	.10						
6. Age	.16	-.03	.09	-.15	-.28*					
7. Length of Service	.09	-.04	.05	-.03	-.15	.46**				
8. Org. Position	-.03	-.20	.17	-.03	-.08	.24*	.13			
9. Intrinsic Motiv.	.09	.11	.19	.26*	.00	-.02	-.21	.15		
10. Extrinsic Motiv.	-.08	-.09	-.18	-.24*	.02	.03	.19	-.14	-.99**	
11. Growth N. Strength	-.12	-.05	-.19	-.10	.08	-.27*	-.10	-.24*	-.03	.01
12. Self-Esteem	.06	.02	.15	.14	.13	-.02	-.24*	.09	.35*	-.34*
13. Variety	.14	-.03	.15	.01	.13	.28*	.20	.53**	.29*	-.28*
14. Autonomy	-.02	-.05	-.03	.04	.14	.04	.06	-.07	-.09	.10
15. Friendship	.14	.14	-.08	.11	.20	-.03	-.03	-.10	-.01	.03
16. Role Clarity	.10	.08	-.09	.11	-.09	-.01	.25*	-.36*	.05	-.06
17. Warmth	.03	.04	-.03	.18	.11	-.16	.20	-.07	-.07	.08
18. Reward System	.18	.20	.04	.09	.12	-.10	.28*	-.03	-.06	.06
19. Conflict	.08	.08	-.08	.11	.11	-.03	.18	.15	-.07	.09
20. Support	.16	.11	.02	.27*	.05	-.05	.24*	-.08	-.06	.07
21. Identity	.22*	.17	.01	.23*	.17	-.06	.13	-.15	.11	-.12
22. Need Satisfaction	.31*	.13	.13	.22*	-.04	.10	.36*	.07	.15	-.15
23. Intrinsic N. Satis.	.29*	.13	.19	.28*	-.06	.07	.27*	.03	.20	-.19
24. Extrinsic N. Satis.	.27*	.11	.08	.13	.01	.11	.38*	.15	.06	-.07
25. Job Satisfaction	.31*	.14	.03	.11	-.15	.23*	.36*	-.05	.11	-.11

* $p < .05$; ** $p < .001$

TABLE 12 (Continued)

	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														
11.														
12.	.08													
13.	-.29*	.02												
14.	.18	-.01	.12											
15.	.18	.17	.17	.36**										
16.	.29*	-.09	-.07	.19	.28*									
17.	.19	-.14	.12	.23	.52**	.53**								
18.	.11	-.18	.16	.07	.30*	.43**	.65**							
19.	.00	-.24	.17	.08	.19	.18	.52**	.52**						
20.	.04	-.19	.10	.09	.39**	.58**	.76**	.63**	.54**					
21.	-.04	-.04	.22*	.16	.30*	.39**	.53**	.59**	.47**	.66**				
22.	.13	.05	.33*	.20	.39**	.62**	.46**	.56**	.33*	.55**	.54**			
23.	.09	.10	.35*	.12	.29*	.54**	.33*	.46**	.21	.46**	.50**	.92**		
24.	.16	-.02	.25*	.25*	.43**	.54**	.51**	.54**	.40**	.53**	.46**	.89**	.65**	
25.	.11	-.01	.29*	.19	.32*	.60**	.38**	.46**	.28*	.52**	.44**	.86**	.76**	.74**

* $p < .05$; ** $p < .001$

growth need strength ($r = -.27$). Thus, older subjects of Digital had rather longer tenure, higher organizational positions, favored task variety, and satisfied with their jobs, but were less interested in professional growth than younger subjects. Organization position was negatively correlated with growth need strength ($r = -.24$) among the Digital subjects. This is a rather unexpected finding. The data indicate that the Digital managers were not interested in professional growth (this is consistent with the negative correlation observed between age and growth need strength). This finding has to be investigated more in depth in the future as the possible area of problems associated with the Digital managers. Strong positive correlations were observed between need satisfaction, job satisfaction and job characteristics, organization climate variables except autonomy. This indicates that those who were satisfied with their salient needs and their jobs perceive job characteristics and organization climate existing at Digital as favorable factors.

On the other hand, the Ricoh sample clearly showed significant positive correlations between job involvement, ego-surrender, central life interest and all the other variables except autonomy and self-esteem, and negative correlations with sex and extrinsic motivation. The results were

summarized in Table 13. Sex is again negatively correlated with job involvement, ego-surrender, central life interest, and Protestant ethic variables. The data clearly indicate that the Ricoh female subjects (like the Digital females) were less involved, less ego-surrendered, less likely to perceive job as central, and endorsed work ethics less than the Ricoh male subjects. Sex is also negatively correlated with most of the predictor variables, particularly with organization position ($r = -.49$), intrinsic motivation ($r = -.34$), growth need strength ($r = -.21$), self-esteem ($r = -.18$), need satisfaction ($r = -.18$), and job satisfaction ($r = -.23$). The Ricoh female subjects held rather low organizational positions, were extrinsically motivated, less interested in growth, had rather low self-esteem, perceiving job characteristics and organization climate unfavorably, not satisfied with their salient needs and their jobs. Further, the Ricoh subjects showed no significant correlations between self-esteem, autonomy and most of the job characteristics, organization climate variables. This may suggest that the level of self-esteem and the degree of need for autonomy have nothing to do with the situational variables. Future research is needed here.

From the above discussion, it seems that sex and organization position played a rather important role with re-

TABLE 13
 INTERCORRELATION MATRIX FOR THE RICOH SAMPLE (n=230)

	1	2	3	4	5	6	7	8	9	10
1. Job Involvement										
2. Ego-Surrender	.91**									
3. Central L. Interest	.71**	.68**								
4. Protestant Ethic	.46**	.40**	.57**							
5. Sex	-.43**	-.42**	-.42**	-.24**						
6. Age	.47**	.47**	.52**	.31**	-.72**					
7. Length of Service	.44**	.41**	.50**	.29**	-.76**	.87**				
8. Org. Position	.29**	.29**	.38**	.30**	-.49**	.53**	.55**			
9. Intrinsic Motiv.	.28**	.30**	.27**	.32**	-.34**	.32**	.28**	.18*		
10. Extrinsic Motiv.	-.28**	-.30**	-.27**	-.32**	.34**	-.32**	-.28**	-.18*	-.99**	
11. Growth N. Strength	.20**	.20**	.22**	.10	-.21**	.12*	.10	.05	.22**	-.22**
12. Self-Esteem	.13*	.08	.10	.08	-.18*	.17*	.16*	.13*	.15*	-.15*
13. Variety	.38**	.29**	.36**	.31**	-.42**	.37**	.38**	.24**	.30**	-.30**
14. Autonomy	.04	.05	.14*	.09	-.23**	.16*	.17*	.07	.10	-.10
15. Friendship	.25**	.19*	.27**	.20**	-.13*	.18*	.15*	.10	.15*	-.15*
16. Role Clarity	.39**	.32**	.48**	.40**	-.20**	.32**	.29**	.23**	.28**	-.28**
17. Warmth	.38**	.31**	.38**	.37**	-.03	.08	.04	.10	.23**	-.23**
18. Reward System	.46**	.42**	.43**	.38**	-.10	.21**	.17*	.11	.19*	-.19*
19. Conflict	.38**	.34**	.35**	.25**	-.17*	.21**	.17*	.10	.19*	-.19*
20. Support	.29**	.20**	.30**	.29**	-.08	.05	.05	.09	.16*	-.16*
21. Identity	.46**	.35**	.48**	.39**	-.15*	.17*	.14*	.12*	.12*	-.12*
22. Need Satisfaction	.42**	.29**	.48**	.38**	-.18*	.22**	.20**	.20**	.21**	-.21**
23. Intrinsic N. Satis.	.37**	.27**	.43**	.30**	-.19*	.23**	.23**	.19*	.17*	-.17*
24. Extrinsic N. Satis.	.38**	.28**	.43**	.38**	-.15*	.19*	.14*	.17*	.21**	-.21**
25. Job Satisfaction	.46**	.30**	.49**	.40**	-.23**	.25**	.24**	.23**	.20**	-.20**

* $p < .05$; ** $p < .001$

TABLE 13 (Continued)

	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														
11.														
12.	.07													
13.	.19*	.13*												
14.	.20*	.03	.07											
15.	.14*	.10	.42**	.12*										
16.	.17*	.18*	.31**	-.05	.36**									
17.	.15*	.00	.29**	-.13*	.36**	.43**								
18.	.10	-.01	.25**	-.07	.34**	.43**	.59**							
19.	.14*	-.04	.34**	-.01	.22**	.43**	.49**	.48**						
20.	.10	.04	.24**	-.19*	.31**	.43**	.57**	.53**	.43**					
21.	.10	.03	.27**	.02	.33**	.43**	.51**	.46**	.42**	.49**				
22.	.10	.10	.38**	.03	.45**	.54**	.52**	.50**	.39**	.52**	.49**			
23.	.08	.07	.23**	.06	.36**	.47**	.46**	.44**	.33**	.41**	.42**	.90**		
24.	.08	.09	.41**	.00	.43**	.51**	.48**	.48**	.39**	.52**	.48**	.93**	.69**	
25.	.10	.12*	.44**	.00	.40**	.46**	.45**	.39**	.30**	.40**	.43**	.77**	.60**	.70**

* $p < .05$; ** $p < .001$

gard to the degree of job involvement as well as other variables. Table 14 summarized the results of correlational differences in terms of sex and organization position for each sample. Significant findings of this examination are: (1) A negative correlation between growth need strength and job involvement among the Digital male subjects ($r = -.23$, n.s.), but the Ricoh males showed a positive correlation ($r = .20$, $p < .05$). This indicates that the Digital males who have high growth need strength are less involved but the Ricoh males with high growth need strength are more involved in their jobs; (2) A negative correlation between job involvement and length of service among the Ricoh male managers ($r = -.42$, $p < .05$). This implies that those managers who were involved in their jobs were managers with shorter length of service; (3) The Ricoh male managers favored warmth, encouragement of confrontation and identity but the Digital male managers did not show such inclination; (4) The involved Digital male managers were satisfied with their salient needs and their jobs but the involved Ricoh male managers were less satisfied with their intrinsic needs ($r = .18$, n.s.); (5) The Ricoh females showed positive relationships between job involvement and satisfaction related variables ($r = .26$ to $.34$, $p < .05$), but the Digital females did not show significant relations ($r = -.12$ to $.04$, n.s.); (6) The involved Ricoh males showed

TABLE 14

CORRELATION WITH JOB INVOLVEMENT FOR EACH SAMPLE
BY SEX AND ORGANIZATION POSITION

	Male		Female		Male Mgr	
	D(43)	R(184)	D(18)	R(46)	D(32)	R(23)
1. Ego-Surrender	.80**	.84**	.89**	.82**	.85**	.80**
2. Central L. Interest	.54**	.64**	.82**	.69**	.43**	.52**
3. Protestant Ethic	.25*	.41**	.62**	.38*	.23	.34
4. Age	.05	.26**	.44*	.21	-.04	.08
5. Length of Service	.07	.21*	.17	.08	.12	-.42*
6. Org. Position	.02	.11	-.08	.07	X	X
7. Intrinsic Motiv.	.11	.16*	.07	.18	.28	-.16
8. Extrinsic Motiv.	-.11	-.16*	-.03	-.18	-.28	.16
9. Growth N. Strength	-.23	.20*	.05	-.20	-.13	.10
10. Self-Esteem	-.08	.06	.28	.04	-.03	.04
11. Variety	.19	.23**	.04	.33*	.03	.21
12. Autonomy	-.02	-.05	.06	-.17	-.17	.00
13. Friendship	.35*	.24**	-.27	.15	.20	.11
14. Role clarity	.26*	.38**	-.11	.19	.21	.32
15. Warmth	.12	.44**	-.13	.26*	.15	.36*
16. Reward System	.19	.49**	.17	.36*	.08	.22
17. Conflict	.10	.37**	.04	.20	.03	.45*
18. Support	.22	.33**	.05	.09	.06	.23
19. Identity	.27*	.47**	.11	.35*	.15	.36*
20. Need Satisfaction	.52**	.40**	-.04	.30*	.42*	.36*
21. Intrinsic N. Satis.	.45**	.34**	.04	.27*	.36*	.18
22. Extrinsic N. Satis.	.50**	.38**	-.12	.26*	.40*	.38*
23. Job Satisfaction	.47**	.43**	.07	.34*	.40*	.59*

* $p < .05$; ** $p < .001$

favorable responses to most of the organizational variables ($r = .33$ to $.49$, $p < .001$) but the involved Digital males show favorable responses to only task identity ($r = .27$, $p < .05$); (7) The involved Ricoh females show favorable responses to variety, warmth, reward system, and identity, but no significant responses were found with friendship, role clarity, confrontation, and support; (8) Autonomy was negatively correlated with job involvement among the Ricoh females and the Digital male managers ($r = -.17$ and $-.17$, n.s., respectively). The values are insignificant, but this implies that the Ricoh female employees and the Digital male managers who have high need for autonomy are less involved in their jobs. Future research is needed to clarify these issues as a possible area of problems for the management of Digital as well as Ricoh.

The above descriptions and discussions of the results satisfied the first research objective.

Tests of Hypotheses

The second objective of this research is to test ten specific hypotheses (pp. 37-43). The first two hypotheses deal with the possible cultural differences in terms of organizational variables between American and Japanese organizations. Each hypothesis was tested as follows:

Hypothesis 1 predicted that ego-surrender was positively correlated with group-oriented cooperative organizational vari-

ables, such as support, task identity, friendship, and warmth. These variables were chosen as unique characteristics of Japanese organizations affecting the level of job involvement. Therefore, Hypothesis 1 was expected to be supported by the Japanese sample, but not by the American sample. As predicted, the Japanese sample revealed that ego-surrender was positively correlated with support ($r = .20, p < .001$), task identity ($r = .35, p < .001$), friendship ($r = .19, p < .05$), and warmth ($r = .31, p < .001$, see Table 13). The American sample did not show such significant correlations (see Table 12), but the values were in the same direction as the Japanese sample. In particular, friendship was correlated with ego-surrender similarly ($r = .14$ and $.19$ for Digital and Ricoh). It seems that friendship or having good interpersonal relations with others may be a basic human need (Maslow, 1954). This need can be a socially desirable one in a group-oriented society. However, friendship can also be a manifestation of an individual's real feeling toward others in an individual-oriented society. A rather low correlation for friendship compared to other group-oriented variables observed in the Japanese sample may reflect a socially desirable "forced" friendship, and a high correlation for friendship of the American sample may be interpreted as a "real" friendship. Future research should separate this type of possible confounding factor by specifying

the meaning of such variable as friendship when investigating culture loaded samples. Hypothesis 1 is supported by the Japanese sample. Results also supported findings reported by Lewis and Franklin (1944) as discussed earlier (pp. 12-13).

Hypothesis 2 predicted that ego-surrender was negatively correlated with individually oriented competitive organizational variables, such as autonomy, task variety, role clarity, confrontation, and individual-based reward system. These variables were assumed to be attributes of American organizations. Contrary to Hypothesis 2, the American sample did not reveal statistically significant relationships between ego-surrender and individual-oriented organizational variables (see Table 12). Although autonomy and task variety variables were in the expected direction ($r = -.05$ and $-.03$, respectively), these values were negligible. It was also observed that role clarity, confrontation, and an individual-oriented reward system were correlated positively with ego-surrender ($r = .08$ to $.20$, n.s., see Table 12) which is in the opposite direction specified in Hypothesis 2. They were not significant statistically, but results may suggest the influence of the unique organizational characteristics of Digital. Digital has been known as a company with decentralized organizational structure with a high spirit of entrepreneurship, encouragement of confrontation, and clear problem definition and task goals (Peters and Waterman, 1982).

Surprisingly, the Japanese data revealed that ego-surrender was positively and significantly correlated with individual-oriented organizational variables, namely, confrontation ($r = .34$, $p < .001$), reward system ($r = .42$, $p < .001$), and role clarity ($r = .32$, $p < .001$, see Table 13). This is probably due to the pluralistic nature of Japanese people as discussed earlier in terms of tatemae (professed intention) and honne (real intention, p. 77). In other words, the Japanese subjects in this research not only expressed their preferences toward group-oriented variables as socially desirable responses, but also expressed their real feelings toward individual-oriented variables indicating the coexistence of contradicting feelings in their minds. In sum, there is a slight indication that the Japanese sample is associated with group-oriented organizational variables, such as warmth, support, friendship, and task identity, but results did not really support Hypothesis 1 and 2 as expected, that is, to uphold the argument that distinctive socio-cultural differences exist between Japanese and American organizations. The relationships between ego-surrender and certain organizational variables were found to be unclear in this research. Future research is needed to clarify these ambiguous findings. Attention should be given to the selection of organizations representing each culture.

Hypothesis 3 predicted that ego-surrender was positively

correlated with extrinsic motivation characterized by such needs as pay, job security, working conditions, respect from others, and good interpersonal relations, assuming that these extrinsic job factors were normally satisfied at work as discussed by Gorn and Kanungo (1980). However, it was also predicted that if these extrinsic needs were not satisfied at work, ego-surrender should be negatively correlated with extrinsic motivation. The data obtained from the entire sample revealed that extrinsic motivation was negatively correlated with extrinsic need satisfaction ($r = -.29, p < .001$, see Table 11), which implies that the more extrinsically motivated, the less satisfied with their extrinsic needs. The underlying conditions of Hypothesis 3 were not met in this research, therefore that hypothesis should be reversed. A negative relationship between ego-surrender and extrinsic motivation was observed in the entire sample ($r = -.28, p < .001$, see Table 11). The Japanese sample showed the same results in terms of the condition of Hypothesis 3 ($r = -.21, p < .001$), as well as a negative relationship between ego-surrender and extrinsic motivation ($r = -.30, p < .001$, see Table 13). Further, the Japanese sample also revealed that extrinsic motivation was negatively correlated with job involvement ($r = -.28, p < .001$, see Table 13). Results of the Japanese sample did not support the findings of Gorn and Kanungo (1980) that extrinsically motivated Canadian managers were more satisfied with their ex-

trinsic needs and more involved in their jobs than intrinsically motivated managers. The American sample did not show such significant results in terms of underlying conditions as well as the relationship between ego-surrender and extrinsic motivation ($r = -.07$ and $-.09$, respectively, see Table 12), but these values were in the same direction as the Japanese sample. Apparently, the underlying conditions were not met in this research. It is conceivable that if a person is extrinsically motivated, then, his work behavior is instrumental. Therefore, his ego has to be active, and as a result, he is unlikely to surrender his ego. Thus, for Hypothesis 3, a significant negative correlation between ego-surrender and extrinsic motivation was supported only by the Japanese sample.

Hypothesis 4 predicted that ego-surrender was negatively correlated with intrinsic motivation characterized by growth, achievement, self-esteem, and an interesting nature of work. It is assumed that these intrinsic needs were not met at work due to a high level of expectation directed toward a relatively routine job and an inability of management to provide employees with opportunities to satisfy these intrinsic needs (Gorn and Kanungo, 1980). However, if these intrinsic needs were satisfied at work, it was predicted that ego-surrender should be positively correlated with intrinsic motivation. Results of the entire sample revealed that intrinsic motiva-

tion was positively correlated with intrinsic need satisfaction ($r = .24$, $p < .001$, see Table 11). This implies that those who were intrinsically motivated had their salient intrinsic needs satisfied at work. Therefore, the conditions of Hypothesis 4 regarding the inability of work to satisfy intrinsic needs were not sustained by the present findings. The reversed relationship, that is, a positive correlation between ego-surrender and intrinsic motivation was observed in the entire sample ($r = .29$, $p < .001$, see Table 11). The Japanese sample revealed the same results, intrinsic motivation is positively correlated with intrinsic need satisfaction ($r = .17$, $p < .05$) and ego-surrender ($r = .30$, $p < .001$, see Table 13). The American sample showed only a weak negative relationship between intrinsic motivation and intrinsic need satisfaction ($r = -.07$, n.s.), and a weak positive relationship between ego-surrender and intrinsic motivation ($r = .11$, n.s., see Table 12). Further, the Japanese sample revealed that intrinsic motivation was positively and significantly correlated with job involvement ($r = .28$, $p < .001$, see Table 13). Therefore, the predominantly held view toward job involvement, namely, the importance of intrinsic nature of job involvement among behavioral scientists (Allport, 1947; French and Kahn, 1962; Lodahl and Kejner, 1965; Maurer, 1969; Vroom, 1962) was supported by the Japanese sample, but only showed a weak relationship in the American sample.

Hypothesis 5 predicted that ego-surrender was positively correlated with job satisfaction. The entire sample showed strong, positive relationships between ego-surrender and various satisfaction related variables as follows: Ego-surrender was positively correlated with need satisfaction in general ($r = .25$, $p < .001$), extrinsic need satisfaction ($r = .26$, $p < .001$) and job satisfaction ($r = .28$, $p < .001$, see Table 11). The Japanese sample revealed the same results (see Table 13). The American sample showed weak relationships ($r = .11$ to $.14$, all values were n.s., see Table 12). However, the American sample revealed that job involvement was positively and significantly correlated with need satisfaction in general ($r = .31$, $p < .05$), intrinsic need satisfaction ($r = .29$, $p < .05$), extrinsic need satisfaction ($r = .27$, $p < .05$), and job satisfaction ($r = .31$, $p < .05$, see Table 12). Thus, as far as the American sample is concerned, job involvement is more closely associated with satisfaction related variables. Future research is needed to clarify this unexpected finding among Americans.

Hypothesis 6 predicted that ego-surrender is positively correlated with positive attitudes toward work characterized by pro-Protestant ethic and work centrality characterized by Central Life Interest. This hypothesis was strongly supported by the entire sample ($r = .41$ and $.63$, $p < .001$, work ethic

and work centrality, see Table 11), by the American sample ($r = .42$ and $.59$, respectively, see Table 12), and by the Japanese sample ($r = .40$ and $.68$, respectively, see Table 13). These work value related variables were also positively correlated with job involvement in both samples. The data supported the argument that the more work is perceived as important, the more greater likelihood of ego-surrender; as a result, job involvement increases. With regard to a series of hypothesis focusing on the degree of job involvement relative to demographic variables, the following results were found.

Hypothesis 7 predicted that older employees were more involved in their jobs than younger employees. This hypothesis was supported by the entire sample ($r = .40$, $p < .001$, see Table 11), and by the Japanese sample ($r = .47$, $p < .001$, see Table 13). The American sample showed a weak relationship ($r = .16$, n.s., see Table 12). Surprisingly, the American sample showed no relationship between age and ego-surrender ($r = -.03$, n.s., see Table 12), while the Japanese sample showed a strong correlation ($r = .47$, $p < .001$, see Table 13). For the Japanese, it is argued that age is an important factor for status, promotion, pay, and fringe-benefits (Ouchi, 1982). It is, therefore, possible to assume that the older employees of Ricoh internalized organizational norms and values so that any cognitive dissonance between attitudes and behavior is de-

creased, and their ego becomes inactive. As a result, older employees are more involved in their jobs than younger employees. For Americans, individual abilities are more valued than age per se. Therefore, age may not be an important factor in ego-surrender as well as in job involvement. In sum, age was positively correlated with ego-surrender and job involvement among the Japanese subjects but no such relationship was observed in the American sample.

Hypothesis 8 predicted that females were more involved in their jobs than males. The entire sample revealed that sex was negatively correlated with job involvement ($r = -.31$, $p < .001$, see Table 11). Since sex was coded male as 1 and female as 2 (Appendixes A-2 and J-2), males were more involved than females, which is contrary to Hypothesis 8. The Japanese sample showed the same results (see Table 13). Possible reasons for this finding may flow from diverse aspects of this research. For example, the Japanese sample revealed that sex was negatively correlated with age ($r = -.60$, $p < .001$), length of service ($r = -.62$, $p < .001$), organization position ($r = -.49$, $p < .001$), intrinsic motivation ($r = -.34$, $p < .001$), growth need strength ($r = -.21$, $p < .001$), need satisfaction ($r = -.18$, $p < .05$), and job satisfaction ($r = -.23$, $p < .001$, see Table 13). This implies that female subjects of Ricoh were younger, less tenured, held lower organizational positions, extrinsically motivated,

had lower growth need strength, less satisfied with their needs and their jobs. The American sample, however, did not show any sex differences in terms of the relationships between job involvement and the above mentioned variables. This distinctive contrast may reflect the fact that American women are more equal organizationally as well as socially than Japanese women.

Hypothesis 9 predicted that the longer the length of service in an organization, the more involved are employees in their jobs. This hypothesis was supported by the entire sample ($r = .33$, $p < .001$, see Table 11), and by the Japanese sample ($r = .44$, $p < .001$, see Table 13). This is probably due to the impact of organizational socialization and value internalization processes under the seniority and life-time employment systems of the Japanese sample (Ouchi, 1982). The American sample did not show such an inclination ($r = .09$, n.s., see Table 12). Future research is needed to investigate this possibility.

The last hypothesis predicted that managers were more involved in their jobs than non-managerial personnel. This hypothesis was supported by the entire sample ($r = .22$, $p < .001$, see Table 11), and by the Japanese sample ($r = .29$, $p < .001$, see Table 13). The American sample again did not show such a relationship ($r = -.03$, n.s., see Table 12). As described earlier, the Japanese managers (all males) achieved the highest

level of job involvement ($\bar{x} = 4.00$, see Table 3), but the American managers showed a neutral score ($\bar{x} = 3.53$, see Table 3) out of a six point scale of job involvement. Further, the Japanese managers were more surrendered, since organizational position was correlated significantly with ego-surrender ($r = .29$, $p < .001$, see Table 13) and they showed greater job and need satisfaction ($r = .20$ and $.23$, $p < .001$, see Table 13) than non-managerial personnel. The American sample, on the other hand, revealed that organizational position was negatively correlated with ego-surrender ($r = -.20$, n.s., see Table 12), job involvement ($r = -.03$, n.s., see Table 12), and satisfaction variables ($r = -.05$ to $.15$, n.s., see Table 12). This implies that the Digital managers showed lower levels of job and need satisfaction, were less ego-surrendered, were less involved in their jobs indicative of possible managerial problems at Digital.

Path Analyses of a Proposed Model of Job Involvement

In order to meet the last research objective, namely, to investigate the appropriateness of a proposed model of job involvement, a path analysis technique was employed.

Unfortunately, the Digital sample did not show any statistically significant correlations between ego-surrender and predictor variables (see Table 12). When the multiple regression technique was applied to the whole Digital sample to obtain path coefficients, no predictor variables

reached the .05 level of significance. The Digital sample was further separated in terms of sex and organization position, but the regression analysis did not indicate any significant results. Therefore, the proposed conceptual model of job involvement was examined through the path analysis based solely upon the data obtained from the Japanese sample.

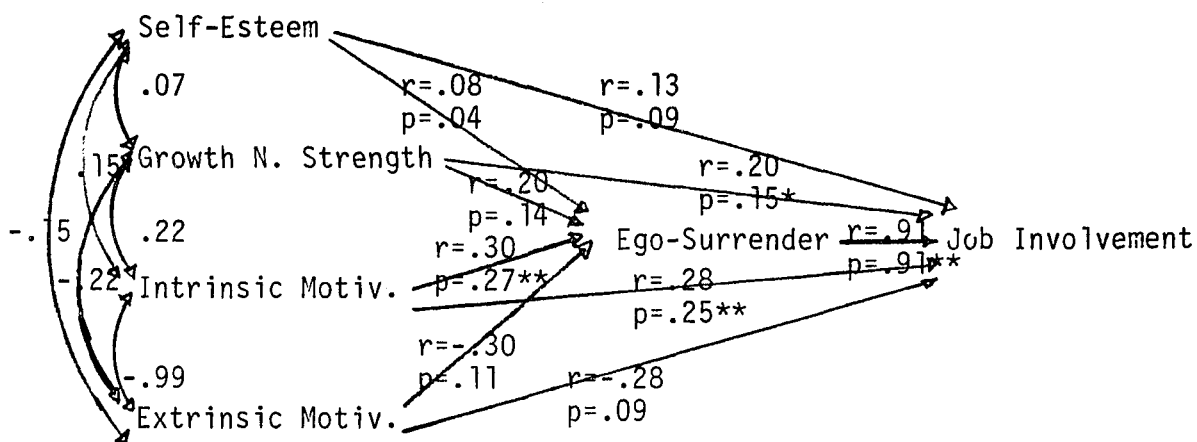
In Figure 4, the possible causal relationships among those variables based upon the conceptual review and previous empirical research were specified. The original path diagrams of job involvement for the Ricoh sample identify both the path coefficients (standardized beta weights obtained in the regression analysis), and Pearson (zero-order) correlation coefficients.

Table 16 presents the total effects each determining factor has on the dependent variables. The total effects are the sum of the direct and total indirect effects. Direct effects are indicated by the path coefficients or standardized regression coefficients. Total indirect effects are computed by subtracting its direct effect from the correlation coefficient between a variable and the dependent variable (Kerlinger & Pedhazur, 1973, p. 317). In other words, the total indirect effects (TIE) of variable a on variable b are calculated as follows:

$$TIE = r_{ba} - P_{ba}$$

FIGURE 4
ORIGINAL PATH DIAGRAMS OF JOB INVOLVEMENT
FOR THE JAPANESE SAMPLE (RICOH)

a. Need Saliency Variables



b. Job Characteristics Variables

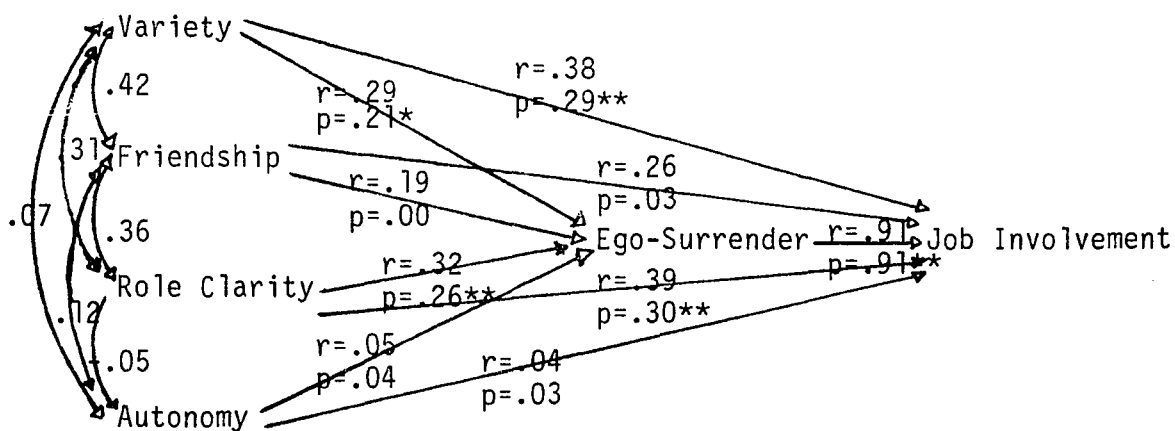
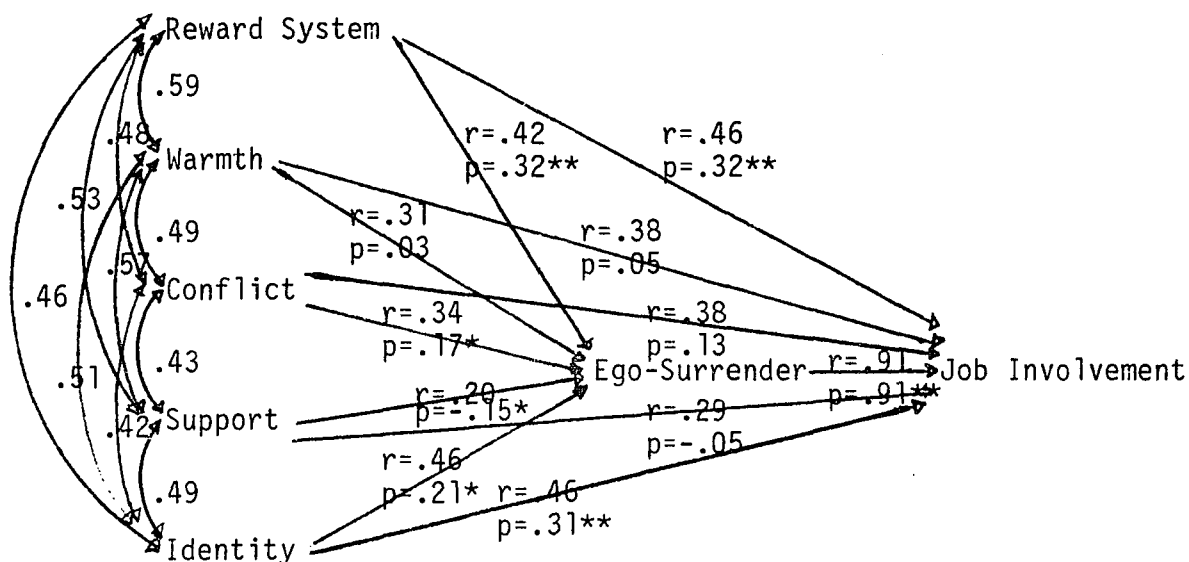


FIGURE 4 (Continued)

c. Organization Climate Variables

Notes: (1) r indicates a Pearson correlation coefficient; p indicates a standardized regression coefficient (beta weight).

(2) One-way arrows (straight lines) indicate that the analyzed relationships between variables dependent upon the determining variables.

(3) Two-way arrows (curved lines) indicate that unanalyzed relationships between variables not dependent upon others.

* $p < .05$

** $p < .001$

The data from Table 16a indicate that intrinsic motivation has significant direct effects on ego-surrender as well as job involvement. Extrinsic motivation, in turn, has strong negative total indirect effects on ego-surrender and job involvement. All the variables of need saliency except self-esteem have significant total effects on both ego-surrender and job involvement. Self-esteem shows no significant direct, indirect, and total effects on ego-surrender as well as on job involvement. Extrinsic motivation shows significant negative total effects on both ego-surrender and job involvement. Obviously, ego-surrender has extremely strong direct effects on job involvement.

As for the job characteristics variables, Table 16b indicates that only variety and role clarity have significant direct effects on ego-surrender as well as on job involvement. All the variables of job characteristics except autonomy have significant total effects on ego-surrender and job involvement. Surprisingly, friendship did not show any significant direct effects on ego-surrender and job involvement, and also autonomy did not show any direct, indirect or total effects on both ego-surrender and job involvement.

Organization climate variables, summarized in Table 16c, indicate that reward system, identity, and conflict have significant positive direct effects on ego-surrender. Support,

TABLE 15
 DIRECT, INDIRECT, AND TOTAL EFFECTS COEFFICIENTS FOR THE
 ORIGINAL MODEL OF JOB INVOLVEMENT (JAPANESE SAMPLE)

a. Need Saliency Variables

Determining Factor	Dependent Variables	
	Ego Surrender	Job Involvement
Self-Esteem		
Direct Effects	.04	.09
Total Indirect Effects	.04	.04
Total Effects	.08	.13
Growth N. Strength		
Direct Effects	.14	.15*
Total Indirect Effects	.06	.05
Total Effects	.20**	.20**
Intrinsic Motiv.		
Direct Effects	.27**	.25**
Total Indirect Effects	.03	.03
Total Effects	.30**	.28**
Extrinsic Motiv.		
Direct Effects	.11	.09
Total Indirect Effects	-.41**	-.37**
Total Effects	-.30**	-.28**
Ego-Surrender		
Direct Effects		.91**
Total Effects		.91**

*p < .05

**p < .001

TABLE 15 (continued)

DIRECT, INDIRECT, AND TOTAL EFFECTS COEFFICIENTS FOR THE ORIGINAL MODEL OF JOB INVOLVEMENT (JAPANESE SAMPLE)

b. Job Characteristic Variables

Determining Factor	Dependent Variables	
	Ego Surrender	Job Involvement
Variety		
Direct Effects	.21*	.29**
Total Indirect Effects	.08	.09
Total Effects	.29**	.38**
Friendship		
Direct Effects	.00	.03
Total Indirect Effects	.19*	.23**
Total Effects	.19*	.26**
Role Clarity		
Direct Effects	.26**	.30**
Total Indirect Effects	.06	.09
Total Effects	.32**	.39**
Autonomy		
Direct Effects	.04	.03
Total Indirect Effects	.01	.01
Total Effects	.05	.04
Ego-Surrender		
Direct Effects		.91**
Total Effects		.91**

*p < .05

**p < .001

TABLE 15 (continued)

DIRECT, INDIRECT, AND TOTAL EFFECTS COEFFICIENTS FOR THE ORIGINAL MODEL OF JOB INVOLVEMENT (JAPANESE SAMPLE)

c. Organization Climate Variables

Determining Factor	Dependent Variables	
	Ego Surrender	Job Involvement
Reward System		
Direct Effects	.32**	.32**
Total Indirect Effects	.10	.14
Total Effects	.42**	.46**
Warmth		
Direct Effects	.03	.05
Total Indirect Effects	.28**	.33**
Total Effects	.31**	.38**
Conflict		
Direct Effects	.17*	.13
Total Indirect Effects	.17*	.25**
Total Effects	.34**	.38**
Support		
Direct Effects	-.15*	-.05
Total Indirect Effects	.35**	.34**
Total Effects	.20**	.29**
Identity		
Direct Effects	.21*	.31**
Total Indirect Effects	.25**	.15*
Total Effects	.46**	.46**
Ego-Surrender		
Direct Effects		.91**
Total Effects		.91**

*p < .05

**p < .001

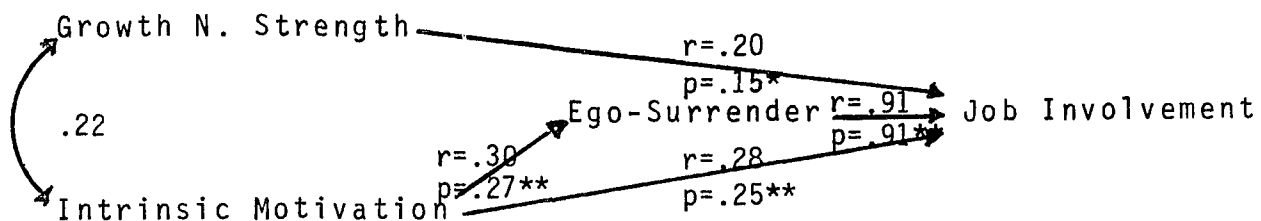
on the other hand, has a significant negative direct effect on ego-surrender. Strangely, warmth has no significant direct effects on both ego-surrender and job involvement. Only reward system and identity have significant direct effects on job involvement. All the variables of organization climate have significant total effects on both ego-surrender and job involvement. Therefore, as far as the Japanese sample is concerned, the proposed model of job involvement as a process of ego-surrender is not confirmed by the path analyses. Particularly, organization climate variables seem to have significant direct effects on ego-surrender rather than job involvement, but those variables are considered to be rather ego-enhancing factors. It was expected that those ego-enhancing variables were supposed to be associated with the American sample (insignificant), but path analyses showed just an opposite picture. For example, warmth did not show significant direct effects on ego-surrender as well as job involvement, and support showed significant negative direct effects on ego-surrender and insignificant direct effects on job involvement.

A modified model consistent with the data obtained from the Japanese sample is presented in Figure 5. This modified model is the result of the elimination of those determining factors not showing statistically significant path

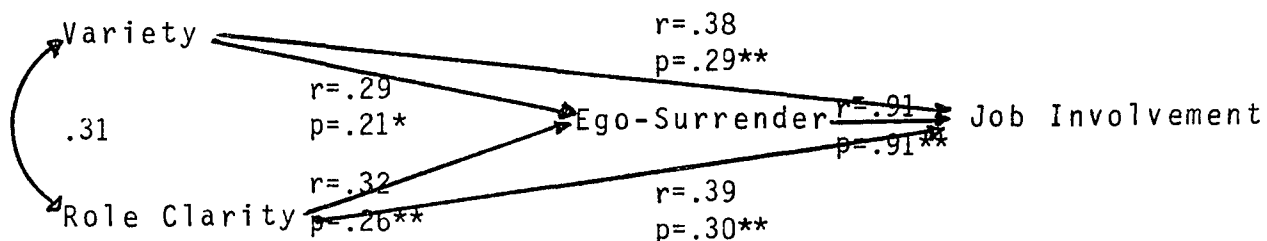
FIGURE 5

MODIFIED PATH DIAGRAMS OF JOB INVOLVEMENT
FOR THE JAPANESE SAMPLE (RICOH)

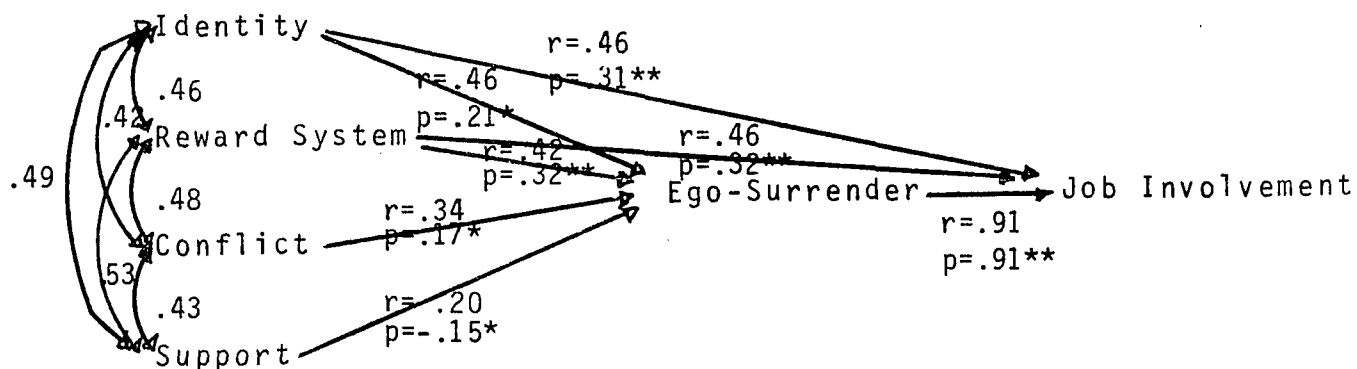
a. Need Saliency Variables



b. Job Characteristics Variables



c. Organization Climate Variables



* $p < .05$
** $p < .001$

coefficients with ego-surrender and job involvement in the original model.

Table 17 summarizes the direct, indirect, and total effects of the determining variables appeared in Figure 5. Obviously, all the variables have significant and positive direct effects on both ego-surrender and job-involvement except support which has negative direct effects on ego-surrender. Ego-surrender has significant direct effects on job involvement.

From the above path analyses, it is clear that the hypothesis predicting a positive relationship between ego-surrender and supportive organization climate which was assumed to exist at the Japanese organization (Ricoh) was not confirmed. In fact, the results clearly indicate that the construct of ego-surrender is closely associated with strong ego-orientation, such as intrinsic motivation, task variety, clear role perception, and ego-enhancing organization climate, such as reward system based upon individual performance, identity with organization, encouragement of confrontation. Further, a supportive atmosphere, in turn, has negative direct effects on ego-surrender, and warmth shows insignificant direct effects on ego-surrender. This implies that ego-surrender is strongly associated with a competitive organization climate existing in the Japanese sample.

TABLE 16

DIRECT, INDIRECT, AND TOTAL EFFECTS COEFFICIENTS FOR THE
MODIFIED MODEL OF JOB INVOLVEMENT (JAPANESE SAMPLE)

Determining Factor	Dependent Variables	
	Ego Surrender	Job Involvement
Intrinsic Motivation		
Direct Effects	.27**	.25**
Total Indirect Effects	.03	.03
Total Effects	.30**	.28**
Variety		
Direct Effects	.21*	.29**
Total Indirect Effects	.08	.09
Total Effects	.29**	.38**
Role Clarity		
Direct Effects	.26**	.30**
Total Indirect Effects	.06	.09
Total Effects	.32**	.39**
Reward System		
Direct Effects	.32**	.32**
Total Indirect Effects	.10	.14
Total Effects	.42**	.46**
Conflict		
Direct Effects	.17*	.13
Total Indirect Effects	.17*	.25**
Total Effects	.34**	.38**
Identity		
Direct Effects	.21*	.31**
Total Indirect Effects	.25**	.15*
Total Effects	.46**	.46**
Support		
Direct Effects	-.15*	-.05
Total Indirect Effects	.35**	.34**
Total Effects	.20**	.29**
Ego-Surrender		
Direct Effects		.91**
Total Effects		.91**

*p < .05
**p < .001

This is a rather surprising finding. It was originally assumed that a person with a strong ego-orientation and surrounded by ego-enhancing organizational environment would have a great deal of difficulty surrendering his ego-needs. The results, based upon the Japanese sample, suggest that this assumption may be too simplistic indicating that ego-surrender may be a function of a strong will to surrender one's ego-needs voluntarily, not because of a weak ego or certain organizational factors forcing him to do so. Future research is needed here to clarify this unexpected finding.

This completes the descriptions and discussions of the results obtained in this research. Conclusions and some suggestions for future research are in order.

CHAPTER IV

CONCLUSIONS

Several interesting and exciting results pertaining to the concept of job involvement have emerged from this comparative study.

First of all, an overall picture clearly revealed that the subjects of Digital as well as Ricoh were "neutral" in terms of the ego-surrender and job involvement scales. The data of this research indicated that some unique portions of the entire sample such as the Ricoh managers and the Digital female managers were more involved than other segments of the sample; some subjects such as the Ricoh female employees and the Digital male employees were less involved in their jobs than other subjects of this research. No significant difference in terms of the degree of job involvement was found between the American and Japanese samples.

Therefore, the expression, Japanese "involved workers" (Ouchi, 1981), has to be reformulated in this research as Japanese "involved managers" to represent the key to the success of Japanese productivity movement. If this finding is general to all Japanese industries, then it is perhaps

the most critical and unanticipated finding in this research.

This finding may challenge the current widespread myths about Japanese management which basically reflect the assumption that the great success of Japanese corporations is due to their unique socio-cultural background. The data, however, clearly indicate that the reality is something more complicated than expected. For example, the managers were far more involved than non-managerial personnel. This may suggest that individual differences and organizational factors may more strongly affect the level of job involvement than simply socio-cultural differences.

Correlational analyses indicate that intrinsic motivation is positively and significantly correlated not only with ego-surrender but also job involvement. The results of this research show that those who were intrinsically motivated were more satisfied with their intrinsic needs and more involved in their jobs also. In this research, contrary to the findings reported by Gorn and Kanungo (1980), those who were extrinsically motivated were not satisfied with their extrinsic needs and not involved in their jobs. Thus, a predominantly held view among behavioral scientists in the field of job involvement that the importance of intrinsic nature of job involvement has been confirmed in this research.

The results of correlational analyses obtained from the Japanese sample show statistically significant relationships between ego-surrender as well as job involvement and predictor variables as specified in the proposed model of job involvement. No significant and meaningful difference was found between ego-surrender and job involvement in terms of its relationships with predictor variables. The Digital sample did not show such statistically significant results.

In addition, path analyses, based upon the Japanese sample, revealed that the degree of ego-surrender and job involvement is directly affected by one's strong ego-orientation and ego-enhancing job characteristics and organizational environment. In other words, the more an employee has strong intrinsic motivation, the more he is able to surrender his ego, and as a result, he is more involved in his job. The data also revealed that this process of ego-surrender or psychological identification between ego and job may be directly affected by ego-enhancing job and competitive organization climates. On the other hand, group oriented supportive variables such as warmth and support variables did not show significant direct effects on both ego-surrender and job involvement in the Japanese sample.

This finding is rather surprising, but it is conceivable that if a person does not have a strong ego-

orientation, it is difficult for him to identify himself with his job even in Japanese organizations. He must have a strong ego to be able to surrender his ego. Otherwise, he is not sure what he wants out of his job, and he is unable to be involved in his job.

Further, the results show that ego-surrender rather than job involvement is directly and significantly affected by ego-enhancing organization climate variables. This may suggest that the concept of ego-surrender may be more indicative of a unity between ego and job than job involvement per se.

Thus, the results of this research imply that the organization should select and promote intrinsically motivated employees and implement training programs to stimulate intrinsic motivation and to facilitate the process of becoming involved in their jobs. This research tends to support claims by those favoring job enrichment and job redesign programs. In fact, it suggests that the organization should design jobs that are more interesting and meaningful and create more challenging work environment so that employees are able to have more opportunities to gratify their ego-needs and become more involved in their jobs.

In general, the originally held proposition, that is, ego-surrender may be facilitated by a group-oriented sup-

portive and cooperative organization climate assumed to exist in the Japanese sample was not really supported in this research.

Based upon the above discussion and conclusions, the following areas are suggested for future research:

1. The results of this research should be replicated to clarify some of the findings by collecting sufficient data not only from Japanese subjects but also from American subjects. Particular attention should be paid to the possible influence of the intrinsic nature of human motivation, the ego-enhancing nature of a job, and organizational climate on the process of ego-surrender and job involvement;

2. The construct of ego-surrender should be further investigated in different organizational settings using different definitions and measurement scales;

3. Finally and most importantly, continuing research should be addressed to the development of a conceptual framework of job involvement specifying the possible determining factors including individual differences and situational variables under which employees become involved in their jobs.

In conclusion, it is believed that this research has explored the concept of job involvement as a process of ego-

surrender based upon Friedrich Hegel's conceptualization of alienation and the proposed definition of job involvement. It is also hoped that this piece of research would facilitate more conceptual as well as empirical research in the field of job involvement, contribute toward a more comprehensive understanding of the dynamics of that concept, and to the advancement of a theory of organizational behavior.

APPENDIX - A

JOB INVOLVEMENT: A COMPARATIVE STUDY

The purpose of this survey is to find out how "Job Involvement" among the Japanese and American workers is derived from: the influence of socio-cultural differences in the two countries on their work behaviors; difference in their need-hierarchy; difference in terms of organization climate; or combination of these factors.

"Job Involvement" is defined for this research as a process of diminishing ego-awareness or "Ego-Surrender".

The questionnaire is anonymous and your responses are strictly confidential. It may take 20 to 30 minutes to complete. When you have completed the questionnaire, please return it to me using the self addressed, stamped envelop provided.

THANK YOU VERY MUCH FOR YOUR COOPERATION

Aki Tomioka
Ph. D. Office, Bernard M. Baruch College, C. U. N. Y.
17 Lexington Avenue, New York, N. Y. 10010
Phone: (212) 725-3340

Personal Information

Please circle the appropriate number.

1. Indicate whether you are: 1. Male 2. Female

2. Your age? 1. 25 or below
2. 26 to 35
3. 36 to 50
4. over 50 years old

3. How long have you been working for this company?
1. less than 1 year
2. 1 to 3 years
3. 4 to 7 years
4. 8 to 15 years
5. over 15 years

4. Indicate your organizational position:
1. clerical-secretarial-operator
2. supervisor-foreman
3. technical-semiprofessional
4. manager
5. other. Please specify: _____

5. What is your job title? _____

Below are a number of statements each of which you may agree or disagree with depending upon your own personal evaluation of your present job. Please indicate the degree of your agreement or disagreement with each statement by putting a cross mark (X) in one of the six blanks representing the answer categories that appear next to the statement.

<u>SA</u> strongly agree	<u>A</u> agree	<u>MA</u> mildly agree	<u>MD</u> mildly disagree	<u>D</u> disagree	<u>SD</u> strongly disagree	
						<u>SA</u> <u>A</u> <u>MA</u> <u>MD</u> <u>D</u> <u>SD</u>
1. The most important things that happen to me involve my present job						— — — — —
2. To me, my job is only a small part of who I am						— — — — —
3. I am very personally involved in my job						— — — — —
4. I live, eat, and breathe my job						— — — — —
5. Most of my interests are centered around my job						— — — — —
6. I have very strong ties with my present job which would be very difficult to break						— — — — —
7. Usually I feel detached from my job						— — — — —
8. Most of my personal life goals are job-oriented						— — — — —
9. I consider my job to be very central to my existence						— — — — —
10. I like to be absorbed in my job most of the time						— — — — —

Below is a list of things people look for in their jobs. Please read all the items before making any choice. First decide which one you think is the most important to you in your present job and then place 1 in the blank provided for the item. Do the same for your choice 2, 3, 4 and so on. Since there are nine items in the list given below, your choice 9 would represent the thing that is least important to you in your present job. Please be sure you have placed a number opposite to each item.

- ___ Job security (permanent job, steady work)
- ___ Adequate earning (for a comfortable standard of living)
- ___ Comfortable working conditions (pleasant surroundings, lighting)
- ___ Interesting nature of work (a job that you very much enjoy)
- ___ Respect and recognition (for your work from your superior and/or coworkers)
- ___ Responsibility and independence (freedom to do a job in your own way)
- ___ Achievement (opportunity to achieve excellence in your work)
- ___ Good interpersonal relations (a job that gives you opportunity to work with others whom you like)
- ___ Opportunity for professional growth (to become more skilled and competent on the job)

Please respond to the following three statements by filling in the number from below which best describes how you feel about your present job.

- | | | | | |
|----------|----------|-----------|--------|----------|
| 1. | 2. | 3. | 4. | 5. |
| strongly | mildly | neither | mildly | strongly |
| disagree | disagree | agree nor | agree | agree |
| | | disagree | | |

1. Generally speaking, I am very satisfied with my job: _____
2. I frequently think of quitting my job: _____
3. Generally speaking, I am very satisfied with the kind of work I have to do in my job: _____

Please indicate how much of each of the following you would like to have in your job, by writing the appropriate number from the scale below in the blank to the left of each of the following 12 statements.

1.	2.	3.	4.	5.	6.	7.
I would like to have none or a minimum amount			I would like to have a moderate amount		I would like to have a maximum amount	

- ___ 1. The opportunity for personal growth and development.
- ___ 2. The opportunity for independent thought and action in my job.
- ___ 3. The opportunity to find out how I am doing.
- ___ 4. The opportunity to complete work I start.
- ___ 5. The opportunity to do a challenging job.
- ___ 6. The feeling that I know whether I am performing my job well or poorly.
- ___ 7. The opportunity to do a number of different things.
- ___ 8. The opportunity to do a job from the beginning to the end, that is, the chance to do the whole job.
- ___ 9. The freedom to do pretty much what I want in my job.
- ___ 10. The amount of variety in my job.
- ___ 11. The feeling of worthwhile accomplishment in my job.
- ___ 12. The opportunity in my job for participation in the determination of methods, procedures, and goals.

The purpose of this part of the questionnaire is to obtain a picture of the traits you believe you possess and to see how you describe yourself. There are no right or wrong answers, so try to describe yourself as accurately and honestly as you can by placing a check mark(✓).

A. In each pair of words below, check the one you think MOST describes you:

- | | | |
|---|--|--|
| 1. <input type="checkbox"/> capable
<input type="checkbox"/> discreet | 7. <input type="checkbox"/> enterprising
<input type="checkbox"/> intelligent | 12. <input type="checkbox"/> responsible
<input type="checkbox"/> reliable |
| 2. <input type="checkbox"/> understanding
<input type="checkbox"/> thorough | 8. <input type="checkbox"/> progressive
<input type="checkbox"/> thrifty | 13. <input type="checkbox"/> dignified
<input type="checkbox"/> civilized |
| 3. <input type="checkbox"/> loyal
<input type="checkbox"/> dependable | 9. <input type="checkbox"/> thoughtful
<input type="checkbox"/> fairminded | 14. <input type="checkbox"/> imaginative
<input type="checkbox"/> self-controlled |
| 4. <input type="checkbox"/> unaffected
<input type="checkbox"/> alert | 10. <input type="checkbox"/> sociable
<input type="checkbox"/> steady | 15. <input type="checkbox"/> sympathetic
<input type="checkbox"/> patient |
| 5. <input type="checkbox"/> sharp-witted
<input type="checkbox"/> deliberate | 11. <input type="checkbox"/> pleasant
<input type="checkbox"/> modest | 16. <input type="checkbox"/> stable
<input type="checkbox"/> foresighted |
| 6. <input type="checkbox"/> kind
<input type="checkbox"/> jolly | | |

B. In these work pairs, check the one you think LEAST describes you:

- | | | |
|--|--|---|
| 17. <input type="checkbox"/> shy
<input type="checkbox"/> lazy | 23. <input type="checkbox"/> dreamy
<input type="checkbox"/> dependent | 28. <input type="checkbox"/> opinionated
<input type="checkbox"/> pessimistic |
| 18. <input type="checkbox"/> immature
<input type="checkbox"/> quarrelsome | 24. <input type="checkbox"/> apathetic
<input type="checkbox"/> egotistical | 29. <input type="checkbox"/> shiftless
<input type="checkbox"/> bitter |
| 19. <input type="checkbox"/> unfriendly
<input type="checkbox"/> self-seeking | 25. <input type="checkbox"/> despondent
<input type="checkbox"/> evasive | 30. <input type="checkbox"/> hardhearted
<input type="checkbox"/> self-pitying |
| 20. <input type="checkbox"/> conceited
<input type="checkbox"/> infantile | 26. <input type="checkbox"/> weak
<input type="checkbox"/> selfish | 31. <input type="checkbox"/> cynical
<input type="checkbox"/> aggressive |
| 21. <input type="checkbox"/> shallow
<input type="checkbox"/> stingy | 27. <input type="checkbox"/> fussy
<input type="checkbox"/> submissive | 32. <input type="checkbox"/> undependable
<input type="checkbox"/> resentful |
| 22. <input type="checkbox"/> unstable
<input type="checkbox"/> frivolous | | |

Please indicate the extent to which you agree or disagree with each of the statements below by circling the appropriate alternative:

SD:strongly disagree; D:disagree; N:neutral; A:agree; and SA:strongly agree

- | | | | | | |
|--|----|---|---|---|----|
| 1. When the workday is finished, a person should forget his job and enjoy himself. | SD | D | N | A | SA |
| 2. Hard work makes one a better person. | SD | D | N | A | SA |
| 3. The principal purpose of one's job is to provide him with the means for enjoying his free time. | SD | D | N | A | SA |
| 4. Wasting time is as bad as wasting money. | SD | D | N | A | SA |
| 5. Whenever possible a person should relax and accept things as they are, rather than always striving for unreachable goals. | SD | D | N | A | SA |
| 6. A good indication of one's worth is how well he does his job. | SD | D | N | A | SA |
| 7. If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility. | SD | D | N | A | SA |
| 8. People who "do things the easy way" are the smart ones. | SD | D | N | A | SA |
| 9. I am interested in my work more than in other things. | SD | D | N | A | SA |
| 10. Success in my work is more important to me than success in other things. | SD | D | N | A | SA |
| 11. What happens in my work concerns me more than other things. | SD | D | N | A | SA |
| 12. While I am working, I think only of my work. | SD | D | N | A | SA |
| 13. I am most interested in things concerning my place of work. | SD | D | N | A | SA |
| 14. Issues from my work also concern me after work. | SD | D | N | A | SA |
| 15. I think that a lot of time should be devoted to my work even if it interferes with other things. | SD | D | N | A | SA |

- | | | | | | |
|--|----|---|---|---|----|
| 16. People are proud of belonging to this organization. | SD | D | N | A | SA |
| 17. I feel that I am a member of a well functioning team. | SD | D | N | A | SA |
| 18. As far as I can see, there isn't very much personal loyalty to the organization. | SD | D | N | A | SA |
| 19. In this organization, people pretty much look out for their own interests. | SD | D | N | A | SA |
| 20. You don't get much sympathy from higher-ups in this organization if you make a mistake. | SD | D | N | A | SA |
| 21. Management makes an effort to talk with you about your career aspirations within the organization. | SD | D | N | A | SA |
| 22. People in this organization don't really trust each other enough. | SD | D | N | A | SA |
| 23. The philosophy of our management emphasizes the human factor, how people feel, etc. | SD | D | N | A | SA |
| 24. When I am on a difficult assignment I can usually count on getting assistance from my boss and co-workers. | SD | D | N | A | SA |

This section lists some characteristics or qualities that people look for in their jobs. We would like to know the degree of your satisfaction or dissatisfaction with each of the qualities as they relate to your present job. For each quality listed below, you will find six answer categories. Please indicate your feeling by writing the appropriate number from the scale shown below in the blank to the right of each statement.

6.	5.	4.	3.	2.	1.
extremely	satisfied	mildly	mildly	dissatisfied	extremely
satisfied		satisfied	dissatisfied		dissatisfied

1. With the amount of security I have on my job, I feel ____.
2. With the kind of working conditions (lighting, office space, and so on) surrounding my job, I feel ____.
3. With the interesting and enjoyable nature of work in my job, I feel ____.
4. With the amount of recognition and respect that I receive for my work, I feel ____.
5. With the opportunity I have in my job to work with people I like, I feel ____.
6. With the opportunity I have in my job to achieve excellence in my work, I feel ____.
7. With the kind of responsibility and independence that I have in my job, I feel ____.
8. With the opportunity for acquiring higher skill, I feel ____.
9. With the amount of compensation I receive for the work I do, I feel ____.
10. From the overall perspective, with respect to my job, I feel ____.

Please describe your present job, in terms of agreeing or disagreeing with each statement, by writing the appropriate number from the scale shown below in the blank to the left of each statement.

1.	2.	3.	4.	5.
strongly	mildly	neither	mildly	strongly
disagree	disagree	agree nor	agree	agree
		disagree		

- ___ 1. My job provides the opportunity to get to know other people.
- ___ 2. I feel certain about how much authority I have.
- ___ 3. The tasks I perform on a typical work day are very similar.
- ___ 4. My boss seldom lets me know how well I am doing on my progressing toward my work objectives.
- ___ 5. I have an opportunity to do a number of different things in my job.
- ___ 6. I have received clear explanation of what has to be done in my job.
- ___ 7. My job gives the opportunity for independent thought and action.
- ___ 8. I have a great deal of variety in my job.
- ___ 9. I am able to do my job independently of others.
- ___ 10. My job provides the opportunity to develop close friendships.
- ___ 11. My job duties are very repetitious.
- ___ 12. I know exactly what is expected of me.
- ___ 13. I know what my responsibilities are.
- ___ 14. My job provides the opportunity to talk informally with other employees while at work.
- ___ 15. I have clear, planned goals and objectives for my job.
- ___ 16. In my job, I am left alone to do my work.
- ___ 17. I have a great deal of freedom to do pretty much what I want in my job.

Please indicate the extent to which you agree or disagree with each of the statement below by circling the appropriate alternative:

SD:strongly disagree D:disagree N:neutral A:agree SA:strongly agree

- | | | | | | |
|--|----|---|---|---|----|
| 1. We have a promotion system which provides for the most capable person to rise to the top. | SD | D | N | A | SA |
| 2. In this organization, rewards and encouragements usually outweigh threats and criticism. | SD | D | N | A | SA |
| 3. In this organization, people are rewarded in proportion to the excellence of their job performance. | SD | D | N | A | SA |
| 4. There is a great deal of criticism in this organization. | SD | D | N | A | SA |
| 5. There is not enough reward and recognition given in this organization for doing good work. | SD | D | N | A | SA |
| 6. If you make a mistake in this organization you will be punished. | SD | D | N | A | SA |
| 7. A friendly atmosphere prevails among the people in this organization. | SD | D | N | A | SA |
| 8. This organization is characterized by supportive and warm working climate. | SD | D | N | A | SA |
| 9. It's very hard to get to know people in this organization. | SD | D | N | A | SA |
| 10. People in this organization tend to be cool and aloof toward each other. | SD | D | N | A | SA |
| 11. There is a lot of warmth in the relationships between management and workers in this organization. | SD | D | N | A | SA |
| 12. The best way to make a good impression around here is to steer clear of confrontation and disagreements. | SD | D | N | A | SA |
| 13. The attitude of our management is that conflict between competing units and individuals can be healthy. | SD | D | N | A | SA |
| 14. We are encouraged to speak our minds, even if it means disagreeing with our superiors. | SD | D | N | A | SA |
| 15. In management meetings, the goal is to arrive at a decision as smoothly and quickly as possible. | SD | D | N | A | SA |

仕事に打込んでいる状態：日米比較調査

この調査の目的は日本と米国の組織で働いているサラリーマンがどのような理由で仕事に身を入れるようになるのかその原因をつきとめることにあります。例えば両国の社会、文化的背景の違いなのか、あるいはその組織の特殊な雰囲気とか、トップマネジメントの経営態度の違いなのか、あるいはそれらのいくつかの要因がからみ合ってサラリーマンの毎日の仕事への打込み方に影響を与えているのかこの調査で明確にしたいと考えています。

仕事に打込んでいる状態をこの調査では「自我が徐々に消滅していくプロセス、あるいは自我の放棄」と定義しています。

このアンケートは無記名ですので答えて頂いた内容は絶対に秘密です。すべての項目を記入して頂くのに約20分かかります。ご記入が終了しましたら指定の箱の中に入れて下さい。

長いアンケートで誠に申し訳ありませんが、よろしく御協力をお願い申し上げます。

ホフストラ(ニューヨーク)大学経営学部講師 富岡 昭

該当する番号を囲んで下さい。

1. あなたは 1. 男性 2. 女性

2. あなたの年齢は？

1. 25才以下
2. 26才 - 25才
3. 26才 - 50才
4. 50才以上

3. この会社に何年勤めていますか？

1. 1年以内
2. 1年 - 3年
3. 4年 - 7年
4. 8年 - 15年
5. 15年以上

4. この会社での仕事上のポジションは？

1. 事務職員, 秘書, オペレーター
2. 主任, 係長クラス
3. 技術職員, 専門職員
4. 課長クラス
5. その他 _____

5. この会社での仕事上の肩書(タイトル)は？ _____

下の質問項目はあなたが自分の現在の仕事をどのように受けとめているのかについて述べてあります。夫々の項目について同意又は不同意の程度を下のスケールから選り、該当する番号を囲んで答えて下さい。

6
5
4
3
2
1

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. 私の人生で最も重要なものは私の現在の仕事です。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 2. 私にとって仕事は自分がどんな人間であるかを示すほんの一部でしかありません。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 3. 私は自分の仕事にとて没頭しています。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 4. 私は仕事に生きています。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 5. 私の関心の殆んどは仕事に関連したもののほかです。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 6. 私から仕事と切離すことは非常に難しい。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 7. 私はいつも仕事から疎外されていると感じています。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 8. 私の人生の目標はすべて仕事に関連しています。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 9. 私にとって仕事がこの世の中に人間として存在する主な理由となっています。 | 6 | 5 | 4 | 3 | 2 | 1 |
| 10. 私はいつも仕事に没頭したいと思います。 | 6 | 5 | 4 | 3 | 2 | 1 |

下の項目は働く人達が自分の仕事を通して満足させたいと考えている事柄です。選択する前にすべての項目を読んで下さい。次に現在の仕事から得るもので最も重要と考えられる項目を選び、その項目の空欄に1と記入して下さい。同じように2, 3, 4とその順位を記入して下さい。全部で9項目ありますので、9は現在の仕事から得るもので最も重要でない項目となります。項目の左側に1から9までの番号がすべて記入されているかを確認して下さい。

- 仕事の安定性(安定した職業、生涯を通しての仕事を持つこと)
- 適切な所得(快適な生活をするために)
- 快適な労働条件(快適な職場環境、充分な照明)
- 生き甲斐のある仕事の内容(面白くてたまらない仕事を持つこと)
- 尊敬され認められること(自分の仕事に対して上司とか同僚から受ける)
- 責任と独立性(自分のやりたいように仕事ができること)
- 達成感(自分の職務を通して立派な業績をあげる機会があること)
- 良き人間関係(自分と気のあった仲間と仕事ができること)
- 専門家として成長していく機会(さらに技能とあわせて自信をつけること)

あなたは自分の現在の仕事についてどのように感じておられるか下のスケールから最も適切な番号を選んで3つの質問に答えて下さい。

1. 強く不同意である。 2. やや不同意である。 3. どちらでもない。 4. やや同意する。 5. 強く同意する。

1. 一般的に言って、私は自分の仕事にとっても満足しています。 _____
2. 私はしばしば退職することを考えます。 _____
3. 一般的に言って私は自分の仕事の内容にとっても満足しています。 _____

あなたの仕事に関連して下記の事項がどの程度あったらいいと考えておられるか。該当する番号と下のスケールから適切な左の空欄に記入して答え下さい。

- | | | | | | | |
|--------|-----|----|-------|----|----|-------|
| 1. | 2. | 3. | 4. | 5. | 6. | 7. |
| 全然あつた | あつた | | 中位あつた | | | 最大限度 |
| 最少限あつた | | | いいと思う | | | あつた |
| いいと思う | | | | | | いいと思う |

1. ___ 人間として成長し能力を開發する機会。
2. ___ 仕事に関して自分独自の考えを(たり)行動(たり)する機会。
3. ___ 自分が仕事をうまくやっているかどうかを知る機会。
4. ___ 自分がはじめた仕事を最後までやれる機会。
5. ___ チャレンジ的な仕事(誰もやったことがない仕事)とする機会。
6. ___ 自分が仕事をどのようにこなしているか知っているという感じを持つこと。
7. ___ 色々と違った仕事をする機会。
8. ___ 仕事のはじめから終りまで担当する機会、つまり一人で仕事のすべてをする機会。
9. ___ 仕事の上で自分がやりたいことをやりたいようにする機会。
10. ___ 仕事の多様性(バラエティー)の程度。
11. ___ 自分がやるだけの価値ある仕事をしていると感じを持つこと。
12. ___ 自分の仕事の目的、方法、順序などを自分なりに決められる機会。

次にあなた自身が描いておられる自分のイメージについてたずねます。正しいか、向違いという答えはありませんので、できるだけ卒直に答えて下さい。

次々の対になっている形容詞のうち最もよくあなたを描写している言葉の方をチェック(✓)して下さい。

- | | | |
|-------------------------------------|--------------------------------------|--------------------------------------|
| 1. <input type="checkbox"/> 有能である | 7. <input type="checkbox"/> 冒険好き | 12. <input type="checkbox"/> 責任感のある。 |
| <input type="checkbox"/> 思慮深い | <input type="checkbox"/> 知的な | <input type="checkbox"/> 信頼できる。 |
| 2. <input type="checkbox"/> 理解力のある。 | 8. <input type="checkbox"/> 進歩的な | 13. <input type="checkbox"/> 貫禄のある。 |
| <input type="checkbox"/> 徹底的な | <input type="checkbox"/> 儉約的な | <input type="checkbox"/> 洗練された。 |
| 3. <input type="checkbox"/> 忠実な | 9. <input type="checkbox"/> 思いやりのある。 | 14. <input type="checkbox"/> 想像力に富む。 |
| <input type="checkbox"/> 頼りにする。 | <input type="checkbox"/> 公正な | <input type="checkbox"/> 自覚心のある。 |
| 4. <input type="checkbox"/> 気取らない | 10. <input type="checkbox"/> 社交的な | 15. <input type="checkbox"/> 同情心のある |
| <input type="checkbox"/> 油断のない | <input type="checkbox"/> 着実な | <input type="checkbox"/> 忍耐強い。 |
| 5. <input type="checkbox"/> 頭が切れる | 11. <input type="checkbox"/> 快活な | 16. <input type="checkbox"/> 安定している。 |
| <input type="checkbox"/> 慎重な | <input type="checkbox"/> ひかめのある。 | <input type="checkbox"/> 先見の明がある。 |
| 6. <input type="checkbox"/> 親切な | | |
| <input type="checkbox"/> 愉快な | | |

次々の対になっている形容詞のうち 全然あなたを描写していない言葉をチェック(✓)して下さい。

- | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|
| 17. <input type="checkbox"/> 内気な | 23. <input type="checkbox"/> 空想的 | 28. <input type="checkbox"/> 独断的 |
| <input type="checkbox"/> 怠惰な | <input type="checkbox"/> 依存の | <input type="checkbox"/> 悲観的 |
| 18. <input type="checkbox"/> 未熟な | 24. <input type="checkbox"/> 無用心 | <input type="checkbox"/> 無能な |
| <input type="checkbox"/> 議論好き | <input type="checkbox"/> 自己中心的 | 29. <input type="checkbox"/> 無情な |
| 19. <input type="checkbox"/> よそよそしい | 25. <input type="checkbox"/> 落胆表 | <input type="checkbox"/> 血も涙もない。 |
| <input type="checkbox"/> 自分勝手な | <input type="checkbox"/> 言抜けのうまい。 | 30. <input type="checkbox"/> 自己れんげん |
| 20. <input type="checkbox"/> うぬぼれの強 | 26. <input type="checkbox"/> 気の弱い。 | <input type="checkbox"/> 皮肉屋。 |
| <input type="checkbox"/> 幼稚な | <input type="checkbox"/> わがまま | 31. <input type="checkbox"/> 攻撃的 |
| 21. <input type="checkbox"/> 心の狭い | 27. <input type="checkbox"/> 小うるさい。 | <input type="checkbox"/> 頼りない。 |
| <input type="checkbox"/> けちな | <input type="checkbox"/> 鈍重な | 32. <input type="checkbox"/> 恨み屋。 |
| 22. <input type="checkbox"/> 不安定な | | |
| <input type="checkbox"/> 軽薄な | | |

下の質問項目はあなたの仕事に対する考え方に関連しています。夫々の考え方について同意か不同意かその程度を該当する番号を囲んで示して下さい。

	強く 不同意	不同意	とも でもない	同意	強く 同意
1. 1日の勤めが終ったら、仕事のことは忘れて自分の人生を楽しむべきである。	1	2	3	4	5
2. 1生懸命に働くことはその人をよい人間にする。	1	2	3	4	5
3. 仕事をする主な目的は自由な時間を楽しむための方便にしかすぎない。	1	2	3	4	5
4. 仕事で時間を無駄にすることはお金の無駄使いと同じである。	1	2	3	4	5
5. 人はとて達成できぬような目標を追い求めるに人生をありのままに受け入れてきたのかのんびり過にすべきだ。	1	2	3	4	5
6. 人間・真価はその人の仕事振りを見ればわかる。	1	2	3	4	5
7. どうせ仕事をするなら責任の重い仕事の方が軽き仕事よりよい。	1	2	3	4	5
8. 要領よく立ちまわって仕事をする人はスマートな人である。	1	2	3	4	5
9. 私は他のどんなことよりも仕事に一番関心を持っている。	1	2	3	4	5
10. 仕事で成功することは他のどんなことでも成功することよりも私にとって重要である。	1	2	3	4	5
11. 他のどんなことよりも仕事上で起る出来事に一番関心がある。	1	2	3	4	5
12. 働いている時は自分の仕事のことは考えない。	1	2	3	4	5
13. 自分の職場に関連したことに最も関心を持っている。	1	2	3	4	5

強
不
同
意

強
不
同
意

強
不
同
意

強
不
同
意

強
不
同
意

- | | | | | | |
|--|---|---|---|---|---|
| 14. 仕事に関連して未解決の問題は家に帰っても気になる。 | 1 | 2 | 3 | 4 | 5 |
| 15. たとえその為にも他のことができなくなったとしても私は仕事に自分の時間の殆んどを使うべきだと思ふ。 | 1 | 2 | 3 | 4 | 5 |
| 16. 皆んなこの会社の一員であることを誇りに思っている。 | 1 | 2 | 3 | 4 | 5 |
| 17. 私は業績をあげているチームのメンバーであるという気がする。 | 1 | 2 | 3 | 4 | 5 |
| 18. 私の見る限りではこの会社に忠誠を誓っている人はあまりいない。 | 1 | 2 | 3 | 4 | 5 |
| 19. この会社では皆んな自分の関心とか利益にまよふことには出ずことととも警戒している。 | 1 | 2 | 3 | 4 | 5 |
| 20. この会社で若い仕事に失敗したら上司からの同情は期待できない。 | 1 | 2 | 3 | 4 | 5 |
| 21. 会社側はあなたのこの会社での仕事の将来(キャリア)についての抱負などについて相談に乗ろうと努力している。 | 1 | 2 | 3 | 4 | 5 |
| 22. この会社では誰も心からお互いを信用していない。 | 1 | 2 | 3 | 4 | 5 |
| 23. 我社の経営哲学は人間尊重で社員の気持ちと大事にしている。 | 1 | 2 | 3 | 4 | 5 |
| 24. 難しい仕事についてた時は上司とか同僚からの援助が期待できる。 | 1 | 2 | 3 | 4 | 5 |

下の質問は、あなたが自分の仕事を通して得られる満足の程度についてたづねています。夫々の質問の項目について満足しているか、不満足であるかその程度を下のスケールから該当する番号を選び右質問の最後にある空欄に記入して答えて下さい。

6.	5.	4.	3.	2.	1.
非常に満足している。	満足している。	やや満足している。	やや不満足にある。	不満足である。	非常に不満足である。

1. 仕事の安定性について私は _____。
2. 私のしている仕事に対する報酬の額について、私は _____。
3. 職場の環境(快適なオフィス、充分な照明など)について、私は _____。
4. やり甲斐のある仕事の内容について、私は _____。
5. 私の仕事の認められている、私が尊敬されているという感じについて私は _____。
6. 気の合う仲間と一緒に仕事をする機会について、私は _____。
7. 素晴らしい業績をあげる機会について、私は _____。
8. 私の仕事の独立性と責任の程度について、私は _____。
9. 専門家として成長していく機会について、私は _____。
10. 私の仕事を総合的に判断して、私は自分の仕事に _____。

下の項目はあなたの仕事の特長について述べてあります。それらの特長に同意するが不同意か、下のスケールから該当する番号を下記の文章の左の空欄に記入して答えて下さい。

- | | | | | |
|-----------|-----------|------------|-------------|-------------|
| 5. 強く同意する | 4. やや同意する | 3. どちらでもない | 2. やや不同意である | 1. 強く不同意である |
|-----------|-----------|------------|-------------|-------------|
1. ____ 私の仕事は他の人達と知る機会に恵まれている。
 2. ____ 私は自分がこの位の権限を持っているか知られている。
 3. ____ 私の担当している仕事は上でも単純だ。
 4. ____ 私の上司は私が目標に對してどの程度まで達成しているかめつたに教えてくれない。
 5. ____ 私はいくつもの違った仕事をすることが許されている。
 6. ____ 私の仕事をやるべきことははっきりと指示されている。
 7. ____ 私の仕事は自分自身の考えや行動による機会に恵まれている。
 8. ____ 私のしている仕事は上と下とバラエティ（多様性）に富んでいる。
 9. ____ 私の仕事は他の人達と関係なく進められます。
 10. ____ 私の仕事は親しい友人と作る機会に恵まれている。
 11. ____ 私の仕事は同じことのくりかえしが多い。
 12. ____ 私は上司の仕事で自分に何と期待しているかよく知っています。
 13. ____ 私は自分の責任のばいからいどまでか知っています。
 14. ____ 仕事上と同僚とインフォーマルに話をする機会に恵まれている。
 15. ____ 私は自分の仕事ははっきりした達成目標を持っている。
 16. ____ 私は他の人達と離れて一人で仕事をしています。
 17. ____ 自分の仕事も自分の好きなようにする自由があります。

下の項目はあなたの企業の特長について述べてあります。これらの特長について同意するか、不同意かその程度を下のスケールから該当する番号を選び各文章の最後にある空欄に記入に答えて下さい。

- | | | | | |
|---------------|-------------|--------------|-----------|-------------|
| 1. | 2. | 3. | 4. | 5. |
| 強く不同意
である。 | 不同意
である。 | どちらでも
ない。 | 同意
する。 | 強く同意
する。 |

1. 最も有能な人がトップに昇れるような昇進制度がある。 _____
2. この企業では非比類とおおしおし報酬とか励みの方が多い。 _____
3. この企業では仕事の業績に応じて報賞が与えられる。 _____
4. この企業の中には不平不満の声が多い。 _____
5. この企業では良い仕事をしたことに十分な報酬と表彰が与えられていない。 _____
6. この企業で若し仕事に失敗したら必ずそのツケがまわってくる。 _____
7. この企業はお互いに親しみ易い雰囲気である。 _____
8. この企業はお互いに助け合い、励まし合うという職場の雰囲気である。 _____
9. この企業ではお互いに理解し合うことがとても難しい。 _____
10. この企業の人達はお互いに対して冷たく無関心である。 _____
11. この企業ではマネジメントと社員の関係がとてまうまいである。 _____
12. この企業で周りの人達に良い印象を与えようと思ったら議論したり反対意見を言ったりしない。 _____
13. 個人とか部門間で意見が対立することはとても健康的であるというのがこの企業の経営態度である。 _____
14. この企業ではたとえ上司と反対の意見であっても自分の考えを率直に述べるのが奨励されている。 _____
15. 経営についての会議では結論をできるだけスムーズにまた迅速に出すことがいとされている。 _____

ご協力を頂き有難うございました。

Bibliography

- Abegglen, J. C. The Japanese Factory; Aspects of its Social Organization. Glencoe, Ill.: Free Press, 1958.
- Allport, G. W. "The Psychology of Participation." Psychological Review 52 (1947):117-132.
- Anastasi, A. Psychological Testing. 4th ed. New York: McMillan Publishing Co., 1976.
- Argyris, C. Integrating the Individual and the Organization. New York: John Wiley, 1964.
- Barnard, C. The Functions of the Executive. Cambridge, Mass.: Harvard University Press, 1964.
- Bass, B. M. Organizational Psychology. Boston: Allyn & Bacon, 1965.
- Batlis, N. C. "Job Involvement as a Moderator of Work Environment - Job Satisfaction Relationships." Psychological Reports 42 (1978):275-281.
- Beehr, T. A.; Walsh, J. T.; and Taber, T. D. "Relationship of Stress to Individually and Organizationally Valued States: Higher Order Needs as a Moderator." Journal of Applied Psychology 61 (1976):41-47.
- Ben-Porat, A. "Job Involvement, Central Life Interest, and Job Satisfaction." Psychological Reports 46 (1980): 507-512.
- Blauner, R. Alienation and Freedom. Chicago: University of Chicago Press, 1964.
- Blood, M. R. "Work Values and Job Satisfaction." Journal of Applied Psychology 53 (1969):456-459.
- Blood, M. R. and Hulin, C. L. "Alienation, Environmental Characteristics and Worker Responses." Journal of Applied Psychology 51 (1967):284-290.
- Bray, D. W.; Campbell, R. J.; and Grant, D. L. Formative Years in Business: A Long-Term A.T. & T Study of Managerial Lives. New York: Wiley, 1974.

- Brislin, R. W. "Back-Translation for Cross-Cultural Research." Journal of Cross-Cultural Psychology 1 (1970):185-216.
- Brown, M. E. "Identification and Some Conditions of Organizational Involvement." Administrative Science Quarterly 14 (1969):346-355.
- Christopher, R. C. The Japanese Mind: The Goliath Explained. New York: Linden Press/Simon & Schuster, 1983.
- Deci, E. L. Intrinsic Motivation. New York: Plenum Press, 1975.
- Dubin, R. "Industrial Workers' Worlds: A Study of the 'Central Life Interests' of Industrial Workers." Social Problems 3 (1956):131-142.
- Dubin, R.; Champoux, J. G.; and Porter, L. "Central Life Interests and Organizational Commitment of Blue-Collar and Clerical Workers." Administrative Science Quarterly 20 (1975):411-421.
- Farris, G. F. "A Predictive Study of Turnover." Personnel Psychology 24 (1971):311-328.
- French, J. and Kahn, R. "A Programmatic Approach to Studying the Industrial Environment and Mental Health." Journal of Social Issues 18(3) (1962):1-47.
- Gechman, A. S. and Wiener, Y. "Job Involvement and Satisfaction as Related to Mental Health and Personal Time Devoted to Work." Journal of Applied Psychology 60 (1975):521-523.
- Ghiselli, E. E. Explorations in Managerial Talent. Pacific Palisades, Calif.: Goodyear Publishing Co., 1971.
- Gorn, G. J. and Kanungo, R. N. "Job Involvement and Motivation: Are Intrinsically Motivated Managers More Job Involved?" Organizational Behavior and Human Performance 26 (1980):265-277.
- Graham, J. L. "A Hidden Cause of America's Trade Deficit With Japan." Columbia Journal of World Business (Fall 1981):5-15.

- Guilford, J. P. and Fruchter, B. Fundamental Statistics in Psychology and Education. 6th ed. New York: McGraw-Hill, 1978.
- Guion, R. "Industrial Morale - The Problem of Terminology." Personnel Psychology 11 (1958):59-61.
- Gurin, G.; Veroff, J.; and Feld, S. Americans View Their Mental Health. New York: Basic Books, 1960.
- Hackman, J. R. and Lawler, G. E. "Employee Reactions to Job Characteristics." Journal of Applied Psychology 55 (1971):259-286. (Monograph).
- Hall, D. T. "A Theoretical Model of Career Subidentity Development in Organizational Settings." Organizational Behavior and Human Performance 6 (1971):50-76.
- Hall, D. T. and Foster, L. W. "A Psychological Success Cycle and Goal Setting: Goals, Performance, and Attitudes." Academy of Management Journal 20 (1977):282-290.
- Herman, J. B.; Dunham, R. B.; and Hulin, C. L. "Organizational Structure, Demographic Characteristics, and Employee Responses." Organizational Behavior and Human Performance 13 (1975):206-232.
- Herzberg, F.; Mausner, B.; and Snyderman, B. B. The Motivation to Work. 2nd ed. New York: John Wiley & Sons, 1959.
- Horney, K. Neurosis and Human Growth: The Struggle Toward Self-Realization. New York: W. W. Norton & Co., 1970.
- House, R. J. and Rizzo, J. R. "Toward the Measurement of Organizational Practices." Journal of Applied Psychology 56 (1972):388-396.
- Hulin, C. L. and Blood, M. R. "Job Enlargement, Individual Differences and Worker Responses." Psychological Bulletin 69 (1968):41-65.
- Inkson, J. H. K. "Self-esteem as a Moderator of the Relationship Between Job Performance and Job Satisfaction." Journal of Applied Psychology 63(2) (1978):243-247.
- Johnson, F., ed. Alienation: Concept, Term, and Meanings. New York: Seminar Press, 1973.

- Joseph, R. "Awareness, the Origin of Thought, and the Role of Conscious Self-Deception in Resistance and Repression." Psychological Reports 46 (1980):767-781.
- Kanungo, R. N. Work Alienation: An Integrative Approach. New York: Praeger Publishers, 1982a.
- _____. "Measurement of Job and Work Involvement." Journal of Applied Psychology 67 1982b:341-349.
- _____. "The Concepts of Alienation and Involvement Revisited." Psychological Bulletin 86 (1979):119-138.
- Kelman, H. C. "Compliance, Identification, and Internalization: Three Processes of Attitude Change." Conflict Resolution 2 (1958):51-60.
- Kerlinger, F. N., and Pedhazur, E. J. Multiple Regression in Behavioral Research. NY: Holt, Rinehart & Winston, 1973.
- Kim, J. O. and Kohout, F. J. "Special Topics in General Linear Models," Statistical Package for Social Science. 2nd ed. New York: McGraw-Hill, 1975.
- Korman, A. K. "Toward a Hypothesis of Work Behavior." Journal of Applied Psychology 54 (1970):31-41.
- Lawler, E. E., III. "Job Design and Employee Motivation." Personnel Psychology 22 (1969):426-435.
- Lawler, E. E., III and Hall D. T. "Relationship of Job Characteristics to Job Involvement, Satisfaction, and Intrinsic Motivation." Journal of Applied Psychology 54 (1970):305-322.
- Lewin, K. Field Theory in Social Science: Selected Theoretical Papers. London: Tavistock Publications, 1952.
- Lewis, H. B. "An Experimental Study of the Role of the Ego in Work. I. The role of the Ego in Cooperative Work." Journal of Experimental Psychology 34 (1944):113-126.
- Lewis, H. B. and Franklin, M. "An Experimental Study of the Role of the Ego in Work. II. The Significance of Task-Oriented Orientation in Work." Journal of Experimental Psychology 34 (1944):195-215.

- Litwin, G. H. and Stringer, R. A. Motivation and Organizational Climate. Boston: Harvard University, 1968.
- Locke, E. A. "The Nature and Causes of Job Satisfaction." In Handbook of Industrial and Organizational Psychology. Edited by M. D. Dunnette. Chicago: Rand McNally, 1976.
- Lodahl, T. M. "Patterns of Job Attitudes in Two Assembly Technologies." Administrative Science Quarterly 8 (1964):482-519.
- Lodahl, T. M. and Kejner, M. "The Definition and Measurement of Job Involvement." Journal of Applied Psychology 49 (1965):24-33.
- Manheim, B. "A Comparative Study of Work Centrality, Job Rewards, and Satisfaction." Sociology of Work and Occupations 2 (1975):79-102.
- Maslow, A. H. Motivation and Personality. New York: Harper & Row, 1954.
- Maurer, J. G. "Work Role Involvement of Industrial Supervisors." East Lansing: MSU Business Studies, 1969.
- McGregor, D. The Human Side of Enterprise. New York: McGraw-Hill, 1960.
- Miller, D. R. "The Study of Interaction: Situation, Identity and Social Relationship." In S. Koch (ed.) Psychology: A Study of a Science, Vol. 5, New York: McGraw-Hill, 1959.
- Neter, J. and Wasserman, W. Applied Linear Statistical Models. Ill.: Richard D. Irwing, 1974.
- Newman, J. E. "Understanding the Organizational Structure - Job Attitude Relationship Through Perceptions of the Work Environment." Organizational Behavior and Human Performance 14 (1975):371-397.
- Nunnally, J. C. Psychometric Theory. New York: McGraw-Hill, 1967.
- Ouchi, W. G. Theory Z: How American Business Can Meet the Japanese Challenge. Reading, Mass.: Addison-Wesley, 1981.

- Pascale, R. T. and Athos, A. G. The Art of Japanese Management. New York: Simon and Schuster, 1981.
- Patchen, M. Participation, Achievement, and Involvement on the Job. Englewood Cliffs, N.J.: Prentice-Hall, 1970.
- Peters, T. J. and Waterman, R. H. Jr. In Search of Excellence. New York: Harper and Row, 1982.
- Pierce, J. L. and Dunham, R. B. "The Measurement of Perceived Job Characteristics: The Job Diagnostic Survey vs. the Job Characteristics Inventory." Academy of Management Journal 21 (1978):123-128.
- Rabinowitz, S. and Hall, D. T. "Organizational Research on Job Involvement." Psychological Bulletin 84 (1977): 265-288.
- Rabinowitz, S.; Hall, D. T.; and Goodale, J. G. "Job Scope and Individual Differences as Predictors of Job Involvement: Independent or Interactive?" Academy of Management Journal 20 (1977):273-281.
- Rizzo, J.; House, R.; and Lirtzman, S. "Role Conflict and Ambiguity in Complex Organizations." Administrative Science Quarterly 15 (1970):150-163.
- Ruh, R. A. and White, J. K. "Job Involvement: A Construct Validity Study." Paper presented at the meeting of the American Psychological Association, New Orleans, September 1974.
- Ruh, R. A.; White, J. K.; and Wood, R. R. "Job Involvement, Values, Personal Background, Participation in Decision Making, and Job Attitudes." Academy of Management Journal 18 (1975):300-312.
- Runyon, K. E. "Some Interactions Between Personality Variables and Management Styles." Journal of Applied Psychology 57 (1973):288-294.
- Saal, F. E. "Job Involvement: Some Theoretical and Practical Considerations." Unpublished Doctoral Dissertation, Pennsylvania State University, 1976.
- Schacht, R. Alienation. New York: Doubleday & Co., 1970.

- Schwyhart, W. R. and Smith, P. C. "Factors in the Job Involvement of Middle Managers." Journal of Applied Psychology 56 (1972):227-233.
- Siegel, L. Industrial Psychology (rev. ed.). Homewood, Ill.: Irwin, 1969.
- Siegel, A. L. and Ruh, R. A. "Job Involvement, Participation in Decision-Making, Personal Background and Job Behavior." Organizational Behavior and Human Performance 9 (1973):318-327.
- Sims, H. P., Jr.; Szilagyi, A. D.; and Keller, R. T. "The Measurement of Job Characteristics." Academy of Management Journal 19 (1976):195-212.
- Steers, R. M. and Porter, L. W. Motivation and Work Behavior. New York: McGraw-Hill, 1975.
- Suzuki, D. T. Zen Buddhism, selected writings of D. T. Suzuki, edited by William Barrett. New York: Doubleday & Co., Inc., 1956.
- _____. Essays in Zen Buddhism. New York: Grove Press Evergreen edition (first series), 1961.
- Tannenbaum, A. S. Social Psychology of the Work Organization. Belmont, Calif.: Brooks/Cole, 1966.
- Vroom, V. H. "Ego-Involvement, Job Satisfaction, and Job Performance." Personnel Psychology 15 (1962):159-177.
- Wanous, J. P. "Individual Differences and Reactions to Job Characteristics." Journal of Applied Psychology 59 (1974):616-622.
- Welkowitz, J.; Ewen, R. B.; and Cohen, J. Introductory Statistics for the Behavioral Sciences. 2nd ed. New York: Academic Press, 1976.
- Wollack, S.; Goodale, J. G.; Wijting, J. P.; and Smith, P. C. "Development of the Survey of Work Values." Journal of Applied Psychology 55 (1971):331-338.
- Wood, D. A. "Effect of Worker Orientation Differences in Job Attitude Correlates." Journal of Applied Psychology 59 (1974):54-60.