

# Meaning of Work : An Essential Requisite for Enhanced Employee Commitment

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## INTRODUCTION

Albert Einstein once said: *“Three Rules of Work: Out of clutter find simplicity; from discord find harmony; In the middle of difficulty lies opportunity.”* Work and its meaning have always been an issue of discussion in the world. This is not limited to the domains of science; the corporate world too is not untouched. Organizations today are struggling hard to know and to understand the **“Meaning of Work”** so as to increase the productivity thereby contributing to increase the bottom line. Though Einstein made it clear in his rules its true meaning but then things said and done at his time are far different now. With rapid change in the working conditions throughout the world with 24/7 work life, being tied to the job via inescapable wires of technology all day and every day. And if this work is purposeless it loses its existence and even the best doer gets tired and loses interest.

Allocating responsibility, building a varied and interesting work environment and particularly permitting autonomy all supplemented considerably to enhanced level of work centrality. The focus here is on the needs that affect the working environment, it is important to understand first what work means to people from different backgrounds. For most people, the basic meaning of work is tied to economic necessity (money for food, housing, and so forth) for the individual and for society. However, the additional connotations of work are more subjective, especially about what work provides other than money - achievement, honor, social contacts etc. Along with the industrialization of the societies, work was organized in a scientific manner. Constant effort is done in order to maximize the efficiency of operations and the productivity of workers. People were then treated as if they were an extension of the machine and expendable spare parts; they were asked to exert simple, narrow skills, and their performance was closely monitored by foremen dedicated to the hierarchy. But the changing times have brought the organizations into a state where they need to focus on what is exactly required by an employee, to fulfill their needs to the fullest so as to increase organizational effectiveness and attainment of organizational goals. And in order to accomplish this task they first need to define “what is work” actually.

Meaning at work and of work can be derived out of several factors both primary and secondary. The primary meaning factors being from the work they do. For example if their purpose is to save environment, their

need for meaning through their work must be satisfied while secondary factors are more highly valued, they satisfy meaning quotient in a multi-faceted way. Organizations today in this competitive world can not perform at peak level unless each employee is committed to the organization’s objectives and works as an effective team member. And thus employees doing everyday work and doing it independently is no longer important and not even required. Organizations today want their employees to be completely committed so as to give their best. Through this research it is expected to find out whether Meaning of Work does have any significance effect on Employees Commitment.

Meaning of work has been measured via three parameters i.e. Leadership, Personality and employee engagement while Employee commitment is measured by keeping Affective commitment, Normative commitment and Continuance Commitment in mind. Four questionnaires (MLQ-6S, LOCI, Gallup and Meyer and Allen) were used on a sample of 70 employees of telecom sector in India. All the questionnaires are well established with high psychometric properties from the research previously conducted. Research shows a statistically significant relationship of employee commitment and meaning of work.

## MEANING OF WORK AND EMPLOYEE COMMITMENT

### Meaning of Work

Work has evolved a lot since the Industrial Revolution. Partly due to the progress of sciences and technologies, major transformations happened in the organizational structure and culture, with their consequences on the organization of work. In the opinion of Joanne Ciulla<sup>5</sup>, if workers of the modern times were overworked, those of the post modern times are not only overworked but also over managed, employers appearing eager to try the “flavor of the day” in order to increase the financial performance of their companies. Although the frenetic movement of changes has been slowed during the recent years, many managerial fads still do a lot of damage to work and working conditions. Also, the globalization with its outsourcing, off-shoring, adds complexity to the problem of work.

Work and the work instinct: In psychology, an instinct is an innate and powerful tendency. So, the work instinct

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would be an innate and powerful tendency to exert one's mental and physical powers, one's skills and talents, in order to achieve something, to reach a goal, to create, to express one's self, etc. Working is vital for human beings; it is a critical activity for the preservation of personal health. To the extent that the work organization allows, work can serve as a tonic for personal identity in that it helps boost self-esteem. When an individual does a meaningful work, he actually develops a sense of identity, worth, and dignity. By achieving meaningful results, he actually achieves himself, grows, and even, actualizes his full potential. Somehow, he has an opportunity to become who he is and to contribute to the improvement of his life conditions and of his community. Work becomes problematic when an individual cannot relate to it. Some would say that this experience is alienation. When one thinks of work, one often thinks of a job. But work is far more than a job. Although work certainly provides for basic subsistence needs and decent living conditions, this is not its only function. Work is, above all, an activity through which an individual fits into the world, creates new relations, uses his talents, learns and grows develops his identity and a sense of belonging. To work is to exert effort in order to make something, to achieve something, to produce a desired effect. Working is a meaningful way to prove one's existence, and hopefully, that it is worth to be lived.

There are three major approaches to the study of meaning of work: the definitions of work, the orientations of work and the coherence of work. As such, we can define the meaning of work in three ways, as illustrated in Figure 1.

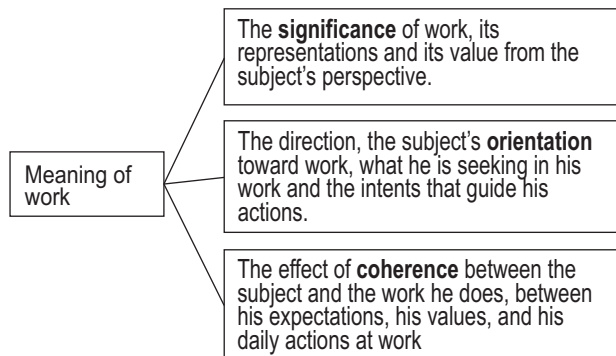


Figure 1. Three definitions of the concept "meaning of work"

**The significance of work:** The concept of "meaning of work" can be defined as the significance the subject attributes to work, his representations of work, and the importance it has in his life. This way of defining the meaning of work leads to identifying work definition models, as Meaning of Working International team members proposed it, or the centrality of work, as Morse and Weiss stated it.

**The work values:** The concept "meaning of work" can also be defined as one's orientation or inclination toward work, what the subject is seeking in the work, and the

intents that guide his actions. Super and Šverko have found 5 major orientations: autonomy, social advancement, self-achievement, social interactions and risk taking. Ros, Schwartz and Surkiss present a theory of work values, describing four axes: conservation, self-enhancement, openness to change and self-transcendence. Each axis is defined by basic individual values, as shown in the figure 2

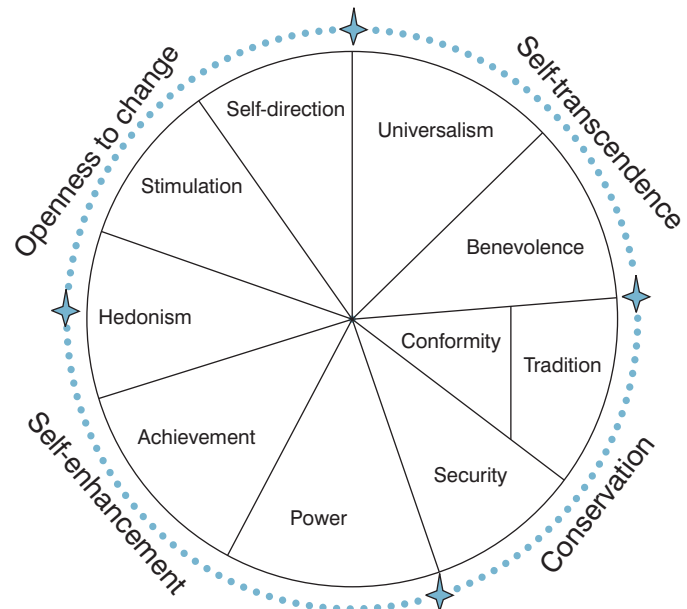


Figure 2. Structure of relations

**The work coherence:** The concept "meaning of work" can be defined as an effect of coherence between the subject and the work he does, the level of harmony or balance he achieves in his relationship to work. The thoughts that one has about something else tend to organize themselves into balanced systems and, consequently, any incoherence leads to activities (intellectual, emotional, behavioral, etc.) to restore that balance. The model that seems to emerge from all the studies since 1997 features six factors: social purpose, moral correctness, achievement-related pleasure, autonomy, recognition, and positive relationships.

### Employee Commitment

Commitment, empowerment and trust go hand-in-hand. DINESH K VOHRA writes that it is the only way to achieve true corporate excellence

The success of any organization's future business strategy depends a great deal on its employees' commitment levels. It is for the organizational leadership to attract, motivate and retain committed people for future business objectives.

Organizational leadership needs to create the understanding that it is only an employee's total commitment that will get translated into greater productivity and a very high level of quality service, which ultimately affects the bottom-line.

The three component model of commitment is the most widely investigated multidimensional conceptualization of employee commitment in the workplace (Meyer & Allen, 1991). The model comprises three components that have important consequences for membership decisions. Affective commitment represents an emotional attachment to, involvement in, and identification with the organization; normative commitment (NC) refers to a sense of loyalty driven by a feeling of obligation toward the organization; and continuance commitment (CC) is an attachment derived from the recognition of the costs associated with leaving and/or the perception of a lack of employment alternatives (Meyer & Allen).

## REVIEW OF LITERATURE

S. Antonio Ruiz-Quintanilla and Cornell University George W. England University of Oklahoma studied How Working is Defined: Structure and Stability, (1994). (CAHRS Working Paper Series. Paper 237.)

Studies on the meaning of work in eight countries were carried out by George England and a group of researchers who are called the Meaning of Work (MOW) International Research Team. Their research sought to determine a person's idea of the relative importance of work compared to that of leisure, community, religion, and family. They called this concept work centrality, defined as "the degree of general importance that working has in the life of an individual at any given point in time." The obvious general implication from these findings is that the higher the mean work centrality score, the more motivated and committed the workers would be. Alicia Bassuk and Marshall Goldsmith, who further studied on meaning of work found out that increasingly, leaders are focusing beyond effectiveness, productivity, and compensation, and are striving to find more meaning in their work. Historically, leaders sought opportunities in organizations that were stable, prestigious, and well-funded. They worked for one or two organizations before they retired. Today's leaders change companies more frequently—in search not only of prestige and compensation, but also deeper meaning from their professional life. Itzhak Harpaz and Xuanning Fu, (Human Relations 2002; 55; 639). The structure of the meaning of work: A relative stability amidst change) focused that as work constitutes a pivotal and fundamental component in people's lives, wide consensus exists among scholars that work and working are of profound importance to them (England & Harpaz, 1990; Harding & Hikspoors, 1995; Kaplan & Tausky, 1974; Mannheim & Dubin, 1986; MOW-International Team, 1987). In addition to its obvious economic functions, work has a powerful potential to fulfill other important roles and needs of the individual such as self-esteem, fulfillment, identity, social interaction and status.

*Work centrality* as a life role - Work is one of the most basic and important activities for people in modern society. The assertion that work plays a central and fundamental role in the life of individuals has been supported empirically in most industrialized countries (Brief & Nord, 1990; England & Misumi, 1986; Mannheim, 1993). Studies by Dubin and others (Dubin et al., 1976) were helpful in developing this concept, which refers to the degree of general importance that working has in one's life at any given time (MOW-International Research Team, 1987). In general, work has been found to be of relatively high importance as compared with other areas of life (England, 1991; Ruiz-Quintanilla & Wilpert, 1991). It is usually considered to be of more importance than leisure, community and religion, and was found in several studies to be ranked second only to family (Harding & Hikspoors, 1995; Harpaz, 1999; MOW International Research Team, 1987). High work centrality has been found to be related positively with important organizational variables, such as job satisfaction, participation in decision-making (Kanungo, 1982) and longer job tenure (Dubin et al., 1975). GUYLAINE LANDRY ((Universit  de Sherbrooke), ALEXANDRA PANACCIO (University of Illinois at Chicago), CHRISTIAN VANDENBERGHE (HEC Montr al, Montr al, Canada) "Dimensionality and Consequences of Employee Commitment to Supervisors: A Two-Study Examination" *The Journal of Psychology*, 2010, 144(3), 285–312) Researched on the 3-component model of organizational commitment— affective, normative, and continuance—has suggested that continuance commitment comprises 2 subcomponents, perceived lack of alternatives and sacrifice. The authors aimed to extend that research in the context of employees' commitment to their immediate supervisors. Through two studies, they examined the validity and consequences of a 4-factor model of commitment to supervisors including affective, normative, continuance-alternatives, and continuance-sacrifice components.

## RESEARCH METHODOLOGY

Methodology includes selecting standardized questionnaire to collect the responses of the employees of telecom sector in India. A comprehensive secondary data collection from vast information available on internet like articles, research papers etc. A rigorous analysis was done examining the relationship between meaning of work and employee commitment. Three parameters were taken as key factors in understanding meaning of work namely, leadership (contingent award, intellectual stimulation, management by exception, Laissez-faire leadership, idealized influence, inspirational motivation and individual consideration), and personality (Internality, externality-others, externality-chance) and employee engagement where as in employee commitment, three model of commitment was taken into account and thus affective, normative and continuance commitment were taken. Finally a study of relationship between them is found out.

## FINDINGS

### 1. Correlation between “Meaning Of Work and Employee Commitment”

		CONTINGENT AWARD	INTELLECTUAL STIMULATION	MANAGEMENT BY EXCEPTION	LAISSEZ-FAIRE LEADERSHIP	IDEALIZED INFLUENCE	INSPIRATIONAL MOTIVATION	INDIVIDUAL CONSIDERATION	INTERNALITY PERSONALITY	EXTERNALITY OTHERS PERSONALITY	EXTERNALITY CHANCE PERSONALITY	EMPLOYEE ENGAGEMENT	AFFECTIVE COMMITMENT	NORMATIVE COMMITMENT	CONTINUANCE COMMITMENT
CONTINGENT AWARD	Pearson Correlation	1	.218	.423**	.423**	.786**	.327**	.286*	.189	.134	.286*	.071	.643**	.000	.124
	Sig (2-tailed)		.070	.000	.000	.000	.006	.017	.117	.270	.017	.557	.000	1.000	.306
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
INTELLECTUAL STIMULATION	Pearson Correlation	.218	1	.645**	-.645**	.327**	.667**	.218	.866**	-.408**	-.327**	.327**	.764**	.000	-.149
	Sig (2-tailed)	.070		.000	.000	.006	.000	.070	.000	.000	.006	.006	.000	1.000	.219
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
MANAGEMENT BY EXCEPTION	Pearson Correlation	.423**	.645**	1	-.500**	.423**	.645**	.423**	.224	.000	-.423**	.423**	.423**	.500**	-.040
	Sig (2-tailed)	.000	.000		.000	.000	.000	.000	.063	1.000	.000	.000	.000	.000	.744
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
LAISSEZ-FAIRE LEADERSHIP	Pearson Correlation	.423**	-.645**	-.500**	1	.000	-.645**	-.423**	-.447**	.000	.845**	.000	.000	-.500**	.179
	Sig (2-tailed)	.000	.000	.000		1.000	.000	.000	.000	1.000	.000	1.000	1.000	.000	.139
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
IDEALIZED IN- FLUENCE	Pearson Correlation	.786**	.327**	.423**	.000	1	.764**	.786**	.378**	.535**	-.286*	-.429*	.429*	.423**	.077
	Sig (2-tailed)	.000	.006	.000	1.000		.000	.000	.001	.000	.017	.000	.000	.000	.525
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
INSPIRATIONAL MOTIVATION	Pearson Correlation	.327**	.667**	.645**	-.645**	.764**	1	.873**	.577**	.408**	-.764**	-.327**	.327**	.645**	-.056
	Sig (2-tailed)	.006	.000	.000	.000	.000		.000	.000	.000	.000	.006	.006	.000	.643
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
INDIVIDUAL CONSIDERATION	Pearson Correlation	.286**	.218	.423**	-.423**	.786**	.873**	1	.189	.802**	-.786**	-.643**	-.071	.845**	.023
	Sig (2-tailed)	.017	.070	.000	.000	.000	.000		.117	.000	.000	.000	.557	.000	.847
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
INTERNALITY PERSONALITY	Pearson Correlation	.189	.866**	.224	-.447**	.378**	.577**	.189	1	-.354**	-.189	.000	.756**	-.224	-.133
	Sig (2-tailed)	.117	.000	.063	.000	.001	.000	.117		.003	.117	1.000	.000	.063	.272
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
EXTERNALITY (OTHERS) PERSONALITY	Pearson Correlation	.134	-.408**	.000	.000	.535**	.408**	.802**	-.354**	1	-.535**	-.802**	-.535**	.791**	.113
	Sig (2-tailed)	.270	.000	1.000	1.000	.000	.000	.000	.003		.000	.000	.000	.000	.352
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
EXTERNALITY (CHANCE) PERSONALITY	Pearson Correlation	.286*	-.327**	-.423**	.845**	.286*	-.764**	-.786**	-.189	-.535**	1	.429**	.286*	-.845*	.091
	Sig (2-tailed)	.017	.006	.000	.000	.017	.000	.000	.117	.000		.000	.017	.000	.456
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
EMPLOYEE EN- GAGEMENT	Pearson Correlation	.071	.327**	-.423**	.000	-.429**	-.327**	-.643**	.000	-.802**	.429**	1	.429**	-.423**	-.057
	Sig (2-tailed)	.557	.006	.000	1.000	.000	.006	.000	1.000	.000	.000		.000	.000	.639
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
AFFECTIVE COMMITMENT	Pearson Correlation	.643**	.764**	-.423**	.000	.429**	.327**	-.071	.756**	-.535**	.286*	.429**	1	-.423**	-.044
	Sig (2-tailed)	.000	.000	.000	1.000	.000	.006	.557	.000	.000	.017	.000		.000	.720
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
NORMATIVE COMMITMENT	Pearson Correlation	.000	.000	.500**	-.500**	.423**	.645**	.845**	-.224	.791**	-.845**	-.423**	-.423**	1	.020
	Sig (2-tailed)	1.000	1.000	.000	.000	.000	.000	.000	.063	.000	.000	.000	.000		.870
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70
CONTINUANCE COMMITMENT	Pearson Correlation	.124	-.149	-.040	.179	.077	-.056	.023	-.133	.113	.091	-.057	-.044	.020	1
	Sig (2-tailed)	.306	.219	.744	.139	.525	.643	.847	.272	.352	.456	.639	.720	.870	
	N	70	70	70	70	70	70	70	70	70	70	70	70	70	70

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

## 2. Correlation between "Leadership and Employee Commitment"

	LEADERSHIP	COMMITMENT
LEADERSHIP Pearson Correlation	1	.556 <sup>-</sup>
Sig. (2-tailed)		.000
N	70	70
COMMITMENT Pearson Correlation	.556 <sup>-</sup>	1
Sig. (2-tailed)	.000	
N	70	70

\*\* Correlation is significant at the 0.01 level (2-tailed).

## 3. Correlation between "Employee Engagement and Employee Commitment"

	EMPLOYEE ENGAGEMENT	COMMITMENT
EMPLOYEE ENGAGEMENT Pearson Correlation	1	-.009
Sig. (2-tailed)		.944
N	70	70
COMMITMENT Pearson Correlation	-.009	1
Sig. (2-tailed)	.944	
N	70	70

## 4. Correlation between "Personality and Employee Commitment"

	COMMITMENT	PERSONALITY
COMMITMENT Pearson Correlation	1	.359 <sup>-</sup>
Sig. (2-tailed)		.002
N	70	70
PERSONALITY Pearson Correlation	.359 <sup>-</sup>	1
Sig. (2-tailed)	.002	
N	70	70

\*\* Correlation is significant at the 0.01 level (2-tailed).



## CONCLUSIONS

The research conducted shows that their positive relationship between employee commitment and meaning of work. Also it is very clear from the above tables that where personality and leadership show a positive relation with employee commitment, employee engagement shows a negative relation.

## ANNEXURES

### Questionnaire

This questionnaire is designed to find out some of the values, beliefs and practices of the organizations. Questionnaire is divided in four parts each catering different aspects of your organization. Please read the statements carefully and indicate to what extent the statement is true for your organization. Please be frank and be assured that data is used for academic purposes only.

Please fill in you details:

<b>NAME:</b>	
<b>AGE:</b>	
<b>GENDER:</b>	
<b>ORGANIZATION:</b>	
<b>ROLE:</b>	
<b>NO. OF YEARS OF SERVICE:</b>	
<b>CONTACT DETAILS:</b>	

## PART A

For statement 1 to 21 use the following key to your responses:

Mark 4: Frequently, if not always	Mark 3: Fairly often	Mark 2: Sometimes	Mark 1: Once in a while	Mark 0: Not at all
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S.No.	Statement	4	3	2	1	0
1.	I make others good to be around me.					
2.	I express with few simple words what we could do and should do.					
3.	I enable others to think about old problems in new ways.					
4.	I help others develop themselves.					
5.	I tell others what to do if they want to be rewarded for their work.					
6.	I am satisfied when others meet agreed upon standards.					
7.	I am content to let others continue working in the same ways always.					
8.	Others have complete faith in me.					
9.	I provide appealing images about what we can do.					
10.	I provide others with new ways of looking at puzzling things.					
11.	I let others know how I think they are doing					
12.	I provide recognition/rewards when others reach their goals.					
13.	As long as things are working, I do not try to change anything.					
14.	Whatever others want to do is OK with me.					
15.	Others are proud to be associated with me.					
16.	I help others find meaning in their work.					
17.	I get others to rethink ideas that they had never questioned before.					
18.	I give personal attention to others who seem rejected.					
19.	I call attention to what others can get for what they accomplish.					
20.	I tell others the standards they have to know to carry out their work.					
21.	I ask no more of others than what is absolutely essential.					

## PART B

For statement 1 to 30 use the following key to your responses:

<b>Mark 4: Strongly feel this way</b>	<b>Mark 3: Generally feel this way</b>	<b>Mark 2: Somewhat feel this way (and somewhat not)</b>	<b>Mark 1: Slightly feel this way</b>	<b>Mark 0: Hardly or never feel this way</b>
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<b>S.No.</b>	<b>Statement</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>
1.	I can largely determine what matters to me in the organization.					
2.	The course of my career largely depends on me.					
3.	My success or failure depends mostly on the amount of effort I put in.					
4.	The persons who are important control most matters here.					
5.	To a large extent, my career depends on my seniors.					
6.	My effectiveness in this organization is mostly determined by senior people.					
7.	The organization or the job one joins are to a large extent, accidental happenings.					
8.	One's career is to a great extent, a matter of chance.					
9.	Success of a person depends on the breaks or chances he/she gets.					
10.	Successful completion of assignments is mainly due to my detailed planning and hard work.					
11.	Being liked by seniors or making a good impression usually influence promotion decisions.					
12.	Getting rewards in the organization is a matter of luck.					
13.	Success of one's plans to a large extent is, a matter of luck.					
14.	Getting promotion largely depends on my being in the right place at the right time.					
15.	Senior person's preference determines who could be rewarded in the organization.					
16.	My success, to a large extent, depends on my competence and hard work.					
17.	How much I am liked in the organization depends on my seniors.					
18.	It is a matter of luck that people listen to you.					
19.	If my seniors do not like me, I probably would not succeed in this organization.					
20.	Usually I am responsible for getting, or not getting, rewards.					
21.	My success or failure is mostly on those who work with me.					
22.	My promotion in the organization depends mostly on my ability and effort.					
23.	My experience is that most things in the organization depends mostly on my ability and effort.					
24.	My experience is that most things in the organization are beyond one's control.					
25.	I can work hard enough to get my suggestions accepted in the organization.					
26.	I am acceptable to others in my organization because I am lucky.					
27.	Generally, I determine what happens to me in the organization.					
28.	My acceptability to others will depend on my behavior with them.					
29.	My ideas get accepted if I make them fit with the desires of my seniors.					
30.	Pressure groups are more powerful (and control things) in the organization than individual employees.					



## PART C

For statement 1 to 24 use the following key to your responses:

<b>Mark 5:</b> <b>Strongly Agree</b>	<b>Mark 4:</b> <b>Agree</b>	<b>Mark 3:</b> <b>Neutral</b>	<b>Mark 2:</b> <b>Disagree</b>	<b>Mark 1:</b> <b>Strongly disagree</b>
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S.No.	Statement	5	4	3	2	1
1.	I would be very happy to spend the rest of my career with this organization.					
2.	I enjoy discussing my organization with people outside it.					
3.	I really feel as if this organization's problems are my own.					
4.	I think that I could easily become as attached to another organization as I am to this one.*					
5.	I do not feel like 'part of the family' at my organization.*					
6.	I do not feel 'emotionally attached' to this organization.*					
7.	This organization has a great deal of personal meaning for me.					
8.	I do not feel a strong sense of belonging to my organization.*					
9.	I am not afraid of what might happen if I quit my job without having another one lined up.*					
10.	It would be very hard for me to leave my organization right now, even if I wanted to.					
11.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
12.	It wouldn't be too costly for me to leave my organization now.*					
13.	Right now, staying with my organization is a matter of necessity as much as desire.					
14.	I feel that I have too few options to consider leaving this organization.					
15.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
16.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.					
17.	I think that people these days move from company to company too often.					
18.	I do not believe that a person must always be loyal to his or her organization.*					
19.	Jumping from organization to organization does not seem at all unethical to me.*					
20.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
22.	I was taught to believe in the value of remaining loyal to one organization.					
23.	Things were better in the days when people stayed with one organization for most of their careers.					
24.	I do not think that wanting to be a 'company man' or company woman' is sensible anymore.*					

## PART D

For statement 1 to 12 use the following key to your responses:

<b>Mark 5:</b> <b>Strongly Agree</b>	<b>Mark 4:</b> <b>Agree</b>	<b>Mark 3:</b> <b>Neutral</b>	<b>Mark 2:</b> <b>Disagree</b>	<b>Mark 1:</b> <b>Strongly disagree</b>
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S.No.	Statement	5	4	3	2	1
1.	I know what is expected of me at work.					
2.	I have the materials and equipment.					
3.	At work, I have the opportunity to do what I do best every day.					
4.	In the last seven days, I have received recognition or praise for doing good work.					
5.	My supervisor, or someone at work, seems to care about me as a person.					
6.	There is someone at work who encourages my development.					
7.	At work, my opinions seem to count.					
8.	The mission or purpose of my company makes me feel my job is important.					
9.	My associates or fellow employees are committed to doing quality work.					
10.	I have a best friend at work.					
11.	In the last six months, someone at work has talked to me about my progress.					
12.	This last year, I have had opportunities at work to learn and grow.					

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