

# Search for Predictors: A Study on the Job Involvement among Administrative Level Employees

Pallavi Abraham

Lecturer, Saintgits College of Applied Sciences, Saintgits College, Pathamuttom, Kottayam (India)

## ARTICLE DETAILS

### Article History

Published Online: 10 November 2018

### Keywords

Job Involvement, personal attributes, demographic factors

### Corresponding Author

Email: pallavi.thanu06[at]gmail.com

## ABSTRACT

Studies pertaining to Human Resource Management have revealed a variety of factors that significantly affect employee's attitude towards their jobs not the least of which is their perception about the immediate job environment or the psychological climate. This study tries to assess the level of job involvement of administrative employees at public sector undertaking and identify the predictors there of. The study was carried out using a structured questionnaire, which was completed by 40 respondents. The study consists of educated, experienced and mature members of administrative cadre. Apart from a few background questions, the questionnaire was designed to generate data on job involvement, two measures of personal attributes and ten dimensions of organizational climate. Regression analysis of the data helped in identifying one critical predictor of job involvement which belongs to personality traits. Demographic factors like age, gender, designation and number of years of experience have found no influence on job involvement. But marital status was found to have positive correlation with job involvement. In the present study it was found that personal attributes alone can influence the level of job involvement. This gives an exceptional finding to the basic theorem postulated by researchers on job involvement.

## 1. Introduction

There is a long-standing interest in studies on the subject job involvement because it has found to result in positive consequences. Earlier it is used to be studied as an aspect of work motivation but in more recent times it is studied as an integral part of employee engagement construct. Job Involvement has been to be found to be linked to turnover (Baba & Jamal, 1991; McElroy et al.; 1999); absenteeism (Diefendorff et al.; 2002); performance (Freund, 2005; Van Dyne & Pierce, 2004); and employee's readiness for change (Madsen, Miller & John, 2005). Pfeffer (1994) has considered job involvement as a fundamental basis for establishing competitive advantage in business markets and has asserted that increasing job involvement can enhance organizational productivity and effectiveness.

Job involvement is the internalization of values and importance of work in the life of an individual employee. It is manifested in the following ways in the response of an employee with high job involvement **Lodahl&Kejner (1965):**

- (a) The extent to which the employees exceptions about work are met;
- (b) The way in which an employee expresses job involvement varies from person to person;
- (c) Feeling a high sense of duty; and
- (d) Avoiding being absent from work and feeling guilty about unfinished work. -

**Kanungo (1982)** Job involvement refers to an employee's identification to his or her job in terms of the degree to which one is cognitively preoccupied with, engaged in, and concerned with the job in hand. **Job Cooper-Hakim & Visweswaran (2005)** Involvement refers to the degree to

which an employee psychologically relates to his or her job and the work performed therein.

Implicit in the foregoing definitions of job involvement are two basic principles namely, (a) internalization of a positive work ethics that is reflected in a high sense of duty towards ones work; and (b) the job is so designed that it satisfies the intrinsic needs of the worker. When these two conditions are met, the worker is likely to identify himself with the job both cognitively and emotionally. The job performance of such workers contributes not only to the growth of the organization but also to the enhancement of their level of satisfaction, sense the pride, and self-esteem.

There is no dearth of research studies on the subject of job involvement. In general, research scholars have studied the role of both personal attributes of the employees as well as the situational factors as the predictors of job involvement. In most of the studies both sets of factors are found to be the critical drivers of job involvement. The personal attributes generally studied include demographic variables as well as personality traits or values of the employees. The situational factors studied often are job characteristics and various dimensions of HR policies and practices. The latter are sometimes called dimensions of 'organizational climate'.

The personality traits or values include work ethics and locus of control. Apart from personality related variables (work ethics and locus of control), employee demographic variables are also measured. The background variables studied were:

- (1) Age
- (2) Gender
- (3) Marital Status
- (4) Designation (Grade)

### (5) Experience

The situational variables or organizational climate was measured in terms of its following 10 dimensions:

- 1) Benefits
- 2) Career opportunity
- 3) Communication
- 4) Job Content
- 5) Objectivity
- 6) Participative Management
- 7) Pay
- 8) Recognition
- 9) Training and Development
- 10) Work-Life Balance

This research/study is to find the relationship between job involvement and the above mentioned factors. The analysis and interpretation helps to find which predictor influences more on job involvement.

## 2. Research Objectives

1. To examine the role of demographic factors to find out if any of them influenced job Involvement.
2. To pin-point whether there is any relative importance of personal attributes vis-à-vis situational factors in influencing job involvement.

## 3. Literature Review

Human behavior plays a significant role in maximizing organizational effectiveness, regardless of technological development. In particular, any effort to maximize organizational effectiveness requires a higher degree of job involvement among members of an organization. That is, job involvement is an important motivational variable for any organization. In the modern economic era in particular, job involvement also contributes to the overall availability of human resources (**Gore, 2001**). For highly involved employees, their jobs seem inexorably connected to their diverse identities, interests, and life goals, as well as the satisfaction that they can derive from performing their job duties effectively.

**Lodahl and Kejner (1965)** presented the phenomenon of job involvement by discussing various data about the impact of job design elements on job involvement. Job involvement is important element that has significant impact on individual employee and organizational outcomes (**Lawler, 1986**). **Li and Long (1999)** define job involvement as degree to which one show emotional or mental identification with his job. Job involvement can be elaborated that it is engagement regarding the internalization of values about the righteousness of work or the significance of work in the value of the individual (**Lodahl&Kejner, 1965**). This shows that researchers are working on this long ago and many organizations have applied the research findings.

**Carmeli (2005)** explored the determinants of job involvement among senior managers of public-sector organizations in Israel and found that situational and personal factors predicted job involvement. **Brown (1996)**, based on his meta-analysis of a large involvement was influenced by both

personality and situational variables. These findings are consistent with the well-known theorem according to which behavior is a function of certain attributes of the person plus characteristics of the situation [ $B=f(P+S)$ ]. According to **Hackman & Oldham (1975)**, job characteristics influence job involvement as they inspire an employee's internal motivation. In a study of several manufacturing industries in Lagos, Nigeria, **Mogali (2005)** found that structure and responsibility had a significant positive relationship with job involvement. In a study of 363 bank employees in Taiwan, **Ougang (2009)** found that job instability had a negative influence on job involvement of employees.

Turning to the personal attributes, researches have often studied the role of demographic variables in influencing job involvement. In a study of 281 scientists and engineers, **Dailey & Morgan (1978)** found age as one of the significant determinants of job involvement. As one of those who studied the role of personality in relation to job involvement, **Mudrack (2004)** found that high job involvement employees who also scored high on obsessive compulsive personality traits had a tendency to engage in non-required work. Similarly, in their empirical study of job involvement in Taiwan, **Liao & Lee (2009)** found that a personality trait called neuroticism related negatively on job involvement. On the other hand, extroversion, agreeableness and conscientiousness were found to be positively related to job involvement.

### Review of Some Indian Studies

In some of the Indian studies, job satisfaction was found to have significant bi-variate correlations with a large number of personal as well as situational variables. However, subsequent multi-variate analysis reduced the number of such potential predictors and helped in identifying a smaller set of critical predictors. In one such study of 148 junior and middle level managers of a public sector organization **Sharma and Bhaskar (1991)** found that length of work experience, work technology, job prestige and recognition together explained 61% of the variance in job satisfaction. In yet another study, **Sharma & Sharma (1997)** used three personality traits, seven task characteristics and two organizational climate variables to study their impact on job satisfaction among a sample of 200 male skilled workers of a private sector manufacturing organization. Regression analysis revealed that none of the three personality variables emerged as a critical predictor. On the other hand two task characteristics, ambiguity and difficulty, and climate dimensions were found to be critical predictors. Between these two sets of predictors, climate was found to be much more powerful than the task in influencing job satisfaction.

**Singh and Nath (1991)** studied the effects of organizational role stress, organizational climate and locus of control on job involvement among bank employees. They found that employees who scored high on organizational role stress were less involved in their job compared with those who scored low on role stress. Likewise, employees having external locus of control were less involved in their job than those having internal locus of control. On the other hand, employees who perceived their climate more positively were found to be likely involved in their job.

More recently, **Sharma and Raina (2010)** in their study of 51 sales executives of a manufacturing organization found that, while personal attributes called work ethics and locus of control where in a one-to-one situation correlated with job involvement, neither of them emerged as a critical predictor in multi-variate analysis. Regression analysis revealed that two dimensions of organizational climate (career opportunity and pay) explained 91% of the variance in job involvement.

**4. Tools and Techniques Of Analysis**

The research tool provides the input into a study and therefore the quality and validity of the output are solely dependent on it. The first part tapped data related to employee background variables, that is, age, gender, marital status, and grade in the company. This data was tapped with a view to obtaining a clear understanding of the sample used in the study. The questionnaire was close ended type and prepared on the basis five-point Likert Scale Model ranging from 'Strongly Disagree (1)' to 'Strongly Agree (5)'.

**Selection of the sample and sampling procedure**

The population involved in this study was made of male and female administrative level employees of RUBCO RCM Division, Kottayam. The population for the research included about 40 employees from the administrative cum managerial level. In this research Convenient Sampling method is used for selecting respondents. In this method the researcher choose the sample unit on the basis of convenience or accessibility. In this study, questionnaires were "structured" and distributed to 40 employees in administrative category. Pearson Correlation and Multiple Regression Analysis were employed to analyze the collected data.

**5. Statistical Analysis and Interpretation**

**Hypothesis 1:**

H0: There is no significant relation between level of job involvement and gender of the employees

H1: There is a significant relation between level of job involvement and gender of the employees.

**Descriptive Statistics**

	Mean	Std. Deviation	N
Gender	1.25	.439	40
Jl	3.970000	.3749872	40

**Correlations**

		Gender	Jl
Gender	Pearson Correlation	1	-.016
	Sig. (2-tailed)		.924
	N	40	40
J	Pearson Correlation	-.016	1
	Sig. (2-tailed)	.924	
	N	40	40

**Interpretation:**

The test shows that there is a small negative correlation between gender and job involvement.

The demographic factor, gender is not influencing the level of job involvement. Therefore there is no significant relation between level of job involvement of male and female employees

**Hypothesis 2:**

H0: There is no significant relation between level of job involvement and age of the employees

H1: There is a significant relation between level of job involvement and age of the employees.

**Descriptive Statistics**

	Mean	Std. Deviation	N
Jl	3.970000	.3749872	40
Age ( in years)	2.38	.740	40

**Correlations**

		Jl	Age ( in years)
Jl	Pearson Correlation	1	-.125
	Sig. (2-tailed)		.443
	N	40	40
Age ( in years)	Pearson Correlation	-.125	1
	Sig. (2-tailed)	.443	
	N	40	40

**Interpretation:**

The test shows that there is a small negative correlation between age and job involvement of the employees. The level of job involvement is not affected by age. Therefore, there is no significant relation between level of job involvement and age of the employees.

**Hypothesis 3:**

H0: There is no significant relation between levels of job involvement marital status of the employees

H1: There is a significant relation between level of job involvement and marital status of the employees

**Descriptive Statistics**

	Mean	Std. Deviation	N
Jl	3.970000	.3749872	40
Marital Status	1.05	.221	40

**Correlations**

		Jl	Marital Status
Jl	Pearson Correlation	1	.019
	Sig. (2-tailed)		.909
	N	40	40
Marital Status	Pearson Correlation	.019	1
	Sig. (2-tailed)	.909	
	N	40	40

**Interpretation:**

The test shows that there is a small positive correlation between marital status and job involvement of the employees. The level of job involvement is influenced by marital status of the employees. Therefore, there is a significant relation between level of job involvement and marital status of the employees

**Hypothesis 4:**

H0: There is no significant relation between level of job involvement and number of years of service

H1: There is a significant relation between level of job involvement number of years of service

**Descriptive Statistics**

	Mean	Std. Deviation	N
Jl	3.970000	.3749872	40
Number of years of service	7.88	3.188	40

**Correlations**

		Jl	Number of years of service
Jl	Pearson Correlation	1	-.145
	Sig. (2-tailed)		.373
	N	40	40

Number of years of service	Pearson Correlation		
		-.145	1
	Sig. (2-tailed)	.373	
	N	40	40

**Interpretation:**

This analysis gives the interpretation as there exist a small negative correlation which means job involvement is not affected by experience level of the employees. Therefore there is no significant relation between level of job involvement and number of years of service.

**Multiple Regression Analysis**

**Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	WL, LC, CO, PAY, COM, JC, TD, OBJ, PM, WE, BEN, REC <sup>a</sup>		Enter

a. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 <sup>a</sup>	.610	.436	.2815512

a. Predictors: (Constant), WL, LC, CO, PAY, COM, JC, TD, OBJ, PM, WE, BEN, REC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.091	.692		1.576	.127
	LC	.210	.133	.227	1.581	.125
	WE	.562	.172	.619	3.279	.003
	BEN	.023	.097	.047	.238	.814
	CO	-.147	.077	-.310	-1.915	.066
	COM	-.142	.085	-.295	-1.662	.108
	JC	.094	.089	.160	1.048	.304
	OBJ	.050	.079	.116	.635	.531
	PM	-.036	.094	-.073	-.380	.707
	PAY	-.124	.090	-.272	-1.383	.178
	REC	.202	.112	.468	1.802	.083
	TD	-.042	.090	-.075	-.469	.643
	WL	-.004	.102	-.007	-.041	.967

a. Dependent Variable: Jl

**Abbreviations:** LC – Locus of Control, WE – Work Ethics, BE - Benefits, CO - Career opportunity, COM - Communication, JC -Job Content, OBJ – Objectivity, PM - Participative Management, PAY – Pay, REC - Recognition, TD -Training and Development, WL - Work-Life Balance

**Interpretation:**

The multiple regression analysis gives the proof regarding the predictors of job involvement. From the analysis regression

tables, it can be noted that work ethics is the only predictor that has a significant value less than .05.

## 6. Results and Discussion

Manufacturing firms all over the world play vital roles in the growth and development of the economy. It is believed that the effectiveness and efficiency in performing these roles may inter-alia depend largely on job involvement of employees in the growth of the firms. The main findings of the study are presented in graph interpretations and statistical analysis. With reference to the regression tables and graphs the job involvement level is quite high. This means that the managerial employees of the organization under study are highly motivated in terms of their involvement with the work assigned to them.

The personality trait i.e. work ethics is the critical predictor of job involvement with .03 significant values. The demographic factors were analyzed through correlation and only marital status gives a positive correlation with the job involvement. It can conclude that level of job involvement can be influenced by the marital status of the employees. The other personal and situational attributes gives greater values than .05 and therefore cannot be considered as a potential predictor.

Neither age, nor gender, nor designation, nor experience of an employee has any significant relation with job involvement. In the present study it was found that personal attributes alone can influence the level of job involvement. This gives an exceptional finding to the basic theorem postulated by researchers on job involvement = f (personal attributes + situational factors).

As point of departure from some of the earlier studies, the researcher does not find any of the dimensions of organizational climate as a predictor of job involvement.

The outcome of this study can be summed up in the form of the following equation:

**Job involvement = f (personality traits + demographic factors)**

This study has some important implications for management of manufacturing firms. It signifies the need for manufacturing firms to exhibit high level of commitment to employee involvement in order to enhance their performance.

## 7. Suggestions

Management should understand the importance of job involvement because it is most important and essential component of work behavior among the workforce as prior

research proved this phenomenon. It was highlighted that by giving employees power over their work content i.e. decision regarding swiftness of work ,quality of product and job related abilities and resources can motivate the employees to enhance their job involvement.

The managerial implications and future directions from the findings of this study is that job involvement can be increased through keeping the employees involved in their jobs. It will not only increase the job involvement but indirectly or directly it will affect several other outcomes associated with job involvement. It will increase the organization citizenship behavior, creativity, job satisfaction; employee's in-role performance and it will decrease job stress, turnover intention of the employees. Human resource managers and organizational development practitioners should focus on the culture, design and environmental factors which foster the job involvement of the employees.

Since work ethics have emerged as a critical predictor of the job involvement. The company should provide the employees with the adequate measures to hold their in-born work ethics.

The other organizational climatic factors may result in more involvement. The regression analysis gives response to only the personal variable and concludes work ethics as the predictor. But if more focus is given to the organizational variables, the company can score high on the job involvement level of its employees .

## 8. Conclusion

This study of experienced administrative level employees of RUBCO RCM, Kottayam shows that their level of work motivation is quite high. Most of them imbued with a positive work ethics. Therefore work ethics has emerged as the critical predictors of job involvement. In this particular study demographic variables have found to play a role in influencing job involvement. Any new facts and ideas can be explored only if the quality and validity of the data is accurate.

As a concluding part of the whole research study, gives me an insight that each research or study produces new facts that can be further explored and argued. How much the people are satisfied can be drawn from the level of their involvement in their work. The critical predictors of job involvement vary for different people, different job, different industry and different organizations. So the search for predictors of job involvement never ends.

## References

1. Aswathappa K (2011), '*Human Resource Management*'. (6<sup>th</sup> ed.), New Delhi: Tata McGraw Hill Education private Limited.
2. Kothari C R (1990) , *Research Methodology* , New Delhi: Vikas Publishing House
3. Pareek Udai (2011), '*Understanding Organizational Behaviour*'. (3<sup>rd</sup> ed.), New Delhi: Oxford University Press.
4. Robbins SP (2005), '*Essentials of Organizational Behavior*', New Jersey: Pearson.
5. Sekaran U (2003), '*Research methods for business: A skill-building approach*. (3<sup>rd</sup> ed.)', New York: John Wiley & Sons, Inc.
6. Werner A (2007), '*Organizational Behavior: A Contemporary South African Perspective*' Pretoria: Van Schaik Publishers.
7. Baba, V.V. & Jamal, M. (1991), '*Type A Behavior, its Prevalence and Consequences among Women Nurses: An Empirical Examination*', *Human Relations*, 44(11):213-128.

8. Biswas, S (2009), 'Affective Commitment As A Mediator Between Psychological Climate And Job Involvement', *Journal Of Management & Public Policy* 1 (1).
9. Brown SP (1996), 'A Meta-Analysis and Review of Organizational Research on Job Involvement', *Psychol. Bulletin*, 120:235-255.
10. Carmeli, A (2005), 'Exploring Determinants of Job Involvement', *International Journal of Manpower*, 26 (5): 457- 72.
11. Chih Ho, Brian Oldenburg, Gary Day and Jing Sun (2012), 'Work Values, Job Involvement, and Organizational Commitment in Taiwanese Nurses', *International Journal of Psychology And Behavioral Sciences*, 2(3): 64-70.
12. Chi-Shun Liaoa and Cheng-Wen Leeb(2009), 'An Empirical Study of Employee Job Involvement And Personality Traits: The Case Of Taiwan', *International Journal Of Economics And Management* 3(1): 22 – 36.
13. Cooper-Hakim A &Visweswaran C. (2005), 'The Construct of Work Commitment: Testing an Integrative Framework', *Psychological Bulletin*, 131(2): 241-59.
14. Diefendroff, J.M., Brown, D.J, Kamin, A.M., & Lord, R.G. (2002), 'Examining The Roles Of Job Involvement And Work Centrality In Predicting Organizational Citizenship Behaviors And Job Performance', *Journal Of Organizational Behavior*, 23 (1): 93-108.
15. Hackman, J.R. & Oldham, G.R. (1975), 'Development Of The Job Diagnostic Survey', *Journal Of Applied Psychology*, 60 (2): 159 -70
16. Kanungo RN (1982), 'Measurement of Job and Work Involvement', *J. Appl. Psychol.* 67(3):341-349.
17. Lodahl, T.M. And Kejner, M. (1965), 'The Definition and Measurement Of Job Involvement', *Journal Of Applied Psychology*, Vol. 49, No.L, 24-33.
18. Pfeffer, J. (1994), 'Competitive Advantage Through People', Boston:Harvard School Press.
19. Sharma, B R &Bhaskar, S. (1991), 'Determinants of Job Satisfaction among Engineers of a Public Sector Undertaking', *ASCI Journal of Management*, 20 (4): 217-33.
20. Sharma, B R &Raina, A. (2010), 'Determinants of Employee Engagement in A Private Sector Organization: An Exploratory Study', *Advances in Management*, 3 (10): 52-59.
21. Singh, A. P. &Nath, K. (1991), 'Effects of Organizational Climate, Role Stress and Locus of Control on Job Satisfaction', *Indian Journal of Industrial Relations*, 27 (2): 63-76.