



A STUDY ON JOB INVOLVEMENT OF EMPLOYEES IN PUBLIC SECTOR

A. Divya* Dr. G. Udayasuriyan**

*Research scholar, Department of Business Administration, Annamalai university, Chidambaram, Tamilnadu.

**Professor, Department of Business Administration, Annamalai university, Chidambaram, Tamilnadu.

Abstract

Job-involved individuals find work meaningful and challenging, work at complex tasks employing a variety of skills, and see complete units of work through to their completion. They participate in the setting of performance standards and maintain positive relationships with supervisors with .Beyond commitment to the immediate job, job-involved people are also strongly committed to work in general and career achievement and advancement. People that are high in job involvement typically experienced high job satisfaction, especially with the content of the work, which they find intrinsically satisfying. Job-involved individuals tend to have strong affective ties to the organization and, as a result, are less likely than others to consider leaving it. In this study, the survey was conducted survey among 100 employees in public sector. The job involvement is estimated and compared with their demographic characteristics to identify the job involvement to improve and attain overall efficiency, performance and goals of the organization.

Introduction

Job involvement refers to a state of psychological identification with work—or the degree to which a job is central to a person’s identity. From an organizational perspective, it has been regarded as the key to unlocking employee motivation and increasing productivity. From an individual perspective, job involvement constitutes a key to motivation, performance, personal growth, and satisfaction in the workplace. Job involvement contributes importantly to organizational effectiveness, productivity, and morale by engaging employees deeply in their work and making it a meaningful and fulfilling experience. People become involved in their jobs when they perceive in them the potential for satisfying salient psychological needs (e.g., for growth, achievement, meaning, recognition, and security).

In the American workforce, it has been argued that the most of the workers are not fully engaged or disengaged with their jobs which cost US business to \$300 billion a year by decreasing productivity and this phenomenon is referred to “involvement gap” in the employees (Bates, 2004; Johnson, 2004; Kowalski, 2003). Job involvement is described by Kahn in a way that developing a behavior in the employee that connect him to work and to other actively with personal presence (physical, emotional and cognitive) leads to full performance (1990: 700). Involved employees attach and connect their full selves in the job, putting physical, cognitive and emotional efforts to complete their job for the organization. These type of employees can be recognized by their psychologically presence, paying special attention, conscientious, sentimental, associated, integrated, and focused on their job. Involved employees are open to themselves, with other employees and as well as with the organization to put their complete selves to work (Kahn, 1992).

Job involvement enhances individuals’ work performance by motivating them to exert greater effort and use their creativity to solve problems and work intelligently. Job involvement and the benefits that flow from it result partly from personality and characteristics of the individual and partly from organizational context, job design, and supervisory behavior. Individuals who possess certain personality traits (e.g., internal locus of control, need for achievement, work ethic endorsement) are likely to be predisposed to become job involved. On the other hand, situational factors such as job design, organizational, organizational health and psychological climate, and management style all have important influences on employee job involvement. Job design factors appear to have a stronger influence on job involvement for individuals who have a s Involved employees are open to themselves, with other employees and as well as with the organization to put their complete selves to work (Kahn, 1992). Kahn described that the involvement can be noted by observing the behaviors of the employees whether he is putting personal, physical and emotion energy to complete the tasks (Kahn, 1992). To be very simple involvement means investing the hand, head and heart to the job (Ashforth & Humphrey, 1995) stronger drive to satisfying higher-order psychological needs.

Keywords: Job Involvement.

Definitions

Lodahl & Kejner (1965) “The degree to which a person is identified psychologically with his work or the importance of work in his total self-image and the degree to which a person’s work performance affect his self-esteem”.

Kanungo (1982) “A generalized cognitive state of psychological identification with the job”.

Paullay and Alliger, (1994) “The degree to which one is cognitive preoccupied with, engaged in and concerned with one’s present job”.

Review of Literature

Lodahl and Kejner (1965) define JI as the degree of daily absorption a worker experiences in his or her work activity; it reflects whether the person considers consciousness and work affirmation main foci. In addition, JI represents the extent to which a person’s self-esteem depends on his or her work efficiency. These two dimensions – psychological identification with work and the importance of work productivity or efficiency to individual self-esteem – constitute the main theoretical conceptualization used in previous research.

Rabinowitz, Hall and Goodale (1977) posit that personal and environmental variables are equally important, though Newton and Keenan (1983) indicate that environmental variables can better predict JI, whereas another study considers personal attributes more relevant (McKelvey & Sekaran, 1977). Thus, it appears that both personal attributes and work environment factors can explain JI. Overall, existing research assumes that higher JI is an inherently desirable attribute of employees (Mudrack, 2004). In this sense, when examining and explaining the relationships between JI and other key variables, the psychological identification dimension may hold the most interest. In line with previous definitions of JI – as the degree to which people identify psychologically with their jobs or the psychological importance of the work to the person – this study operationally defines JI as the importance of work efficiency to an employee.

Need of the Study

Job involvement is very important part of their life and career development because, the involved individuals only to attain the goals. 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 (JI) among members of an organization (Elankumaran, 2004). That is, JI is an important motivational variable for any organization. In the modern economic era in particular, JI also contributes to the overall availability of human resources (Gore, 2001).

Present competitive environment to face a new challenge regarding involvement of the employees. An involved individual suggests, to promoting job involvement effectively can constitute a key to competitive advantage in the organizations. The Research suggested, that two closely related types of organizational factors i.e. partly from personality and characteristics on other hand is situational factors such as job design, organizational, organizational health and psychological climate, and management style all have important influences on employee job involvement. It’s Tend to promote job involvement and motivate the employees to effort toward achievement of the organizational goals. Organizations can predict JI on the basis of other employee behaviors and responses. An employee who exhibits high JI achieves satisfaction through work efficiency, because he or she has positive feelings toward the work, is willing to commit to the organization, and expects to stay with the organization. Such an employee also is optimistic about the organization’s future.

Research Methods

The study was adopted a descriptive research method. The reliability of the questionnaire was found to be 0.870. The data used for analysis is the primary data was used and to distribute the questionnaire to the respondent of public sector. Secondary data are collected from the sources which have already existed.

Objectives of the Study

To explore the influences of demographic factors on job involvement level of employees in public sector.

Analysis and Interpretation

The collected primary data were computed and analyzed demographic factors and job involvement level in the cross tabulation. The results obtained in the given table. The obtained values are reporting and interpreting given below the table.

Demographic Factors		Job Involvement					Total
		Lowest	Low	Average	High	Highest	
Age	Below 21 years	2	3	1	0	2	8
	21-30 years	4	7	1	3	7	22
	31-40 years	12	8	7	7	9	43
	41-50 years	2	6	1	10	4	23
	Above 50 years	0	0	2	0	2	4

	Total	20	24	12	20	24	100
Educational qualification	10th & 12th	4	1	2	0	2	9
	ITI	2	8	2	5	8	25
	Diploma	6	4	3	4	5	22
	Degree	8	10	2	6	7	33
	Post graduate	0	1	3	5	2	11
	Total	20	24	12	20	24	100
Experience	Below 1 year	0	2	0	0	0	2
	1 to 2 years	5	7	3	1	9	25
	3 to 4 years	3	3	4	5	5	20
	5 to 6 years	10	7	2	5	3	27
	Above 7 years	2	5	3	9	7	26
	Total	20	24	12	20	24	100
Designation	Workers	8	8	4	6	14	40
	Supervisors	3	4	2	4	2	15
	Engineers	4	2	1	5	3	15
	Executive	4	6	1	2	2	15
	Managers	1	4	4	3	3	15
	Total	20	24	12	20	24	100
Monthly income	Below Rs.20,000	2	1	0	0	2	5
	Rs.21,001 to Rs.40,000	4	7	4	8	13	36
	Rs.40,001 to Rs.60,000	6	8	3	7	6	30
	Rs.61,001 to Rs.80,000	7	7	5	3	2	24
	Above Rs.80,000	1	1	0	2	1	5
	Total	20	24	12	20	24	100

Reporting

Further to know the actual, the job involvement level is categorized based on their demographic factors using the cross tabulation.

To present the survey results as per the data gathered from the survey questionnaire. The sample group comprised of employees age group between 21 and 50. The largest number of respondents (43% respondents) fell into the age category of 31 to 40 years. The fact that the age distribution of the general population is below the age 21-30 years and 41-50 years(23% respondents) that the age distribution of the sample population is within the same range, may be co - incidental. And also organizational health level to indicate the above table low to highest. Low level(3%) and highest level (10%) of the employees to increase the strengths and challenges towards the change process, teams, and the organization as a whole to identify a specific course of action. So the employees age not a barrier to accept all the environmental changes.

In terms of level of educational qualification, the majority of respondents passes a Bachelor's degree 33 % highest level. This level of qualification is a prerequisite for joining the public sector. 22% average level of respondents had completed diploma. And 9 to 25 % of the employees completed ITI. From that competition from the public sector offering, skilled professionals the organization can offer excellent and specialized job and facilities at Endeavour to maintain their employee's image.

The data regarding the number of years the respondent's have been employed in their current positions. This category is split among five categories. It is evident that 26% percent of the respondents were employed in their positions for more than 7years and 45% of the employees to work more than 4 years these two categories may considered average level. Remaining 27% of the employees gathered more than 6 years this may consider higher level of the experience. This may have implications for their satisfaction with career prospects.

It is also evident from that 45% i.e. higher level of the respondents were from the top level management category (engineers, executives, and managers),with lower level management comprising the rest of the respondents 40% workers comes under average level and remaining 15% of the employees comes under middle level management, i.e. (supervisor) .This distribution is in line with the pyramid management structure of the public organization. These three job categories were included in the those employees who fulfilled atop, junior or middle management position in the public organization.



Finally the income may divided in to 5 category based upon their designation and their educational qualification. Rs.21,001 to Rs.40,000 36 % of the employees i.e middle level management workers considered the groups in highest level income earners. Rs.40,001 to Rs.60,000 - Rs.61,001 to Rs.80,000 24-30% top level management employees comes under the group of average level and remaining above Rs.80,000 5% were grouped under lower level. So the income slightly increased by the way of experiences, designations and employees to improve their educational qualification.

Interpretation

Employees tend to perceive their work environment as conducive to the attainment of their needs and goals to the extent that they experience i.e. experienced employees may thoroughly known about the policy, procedure of the organization. So the Employee perceptions of the workplace as being psychologically safe and meaningful tend to be strongly and positively correlated and both are strongly linked to job involvement and demographic factors. Individuals differ in the values and attitudes they hold and express, as well as on great variety of demographic characteristics like age, educational qualification, designation, experience, and income differ from one person to another person. So they are not to easily predict the involvement on their employees.

Suggestion

The cross tabulation between a personal or demographic variables including, age, educational qualification, designation, experience, and monthly income, on the one hand job involvement are examined.

Job involvement is how people see their jobs as both a relationship with the working environment, depends significantly on employees' behaviors and responses, organizations can predict JI on the basis of other employee behaviors and responses. Their work and allows them to bring their creativity to bear on work problems. Clear expectations and predictable, consistent work norms promote and the job involvement. When employees feel free to express aspects of their individuality at work, to enhance the job involvement.

Conclusion

Job involvement the extent to which individuals identifies with their jobs and considers them central to their identities, constitutes a key to individual effort, motivation, performance, and satisfaction, as well as to organizational performance. Job involvement results from differences in individual and also from organizational health, supervisory behavior, and considerate leadership etc. Thus, organizations can promote job involvement by selecting the right people, fostering psychological climate, and incorporating human practices and policies supportive of high employee job involvement.

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