

## A study on impact of job involvement towards organizational commitment and job satisfaction

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### Abstract

Job involvement is defined as the degree to which a person identifies psychologically with his or her work and the importance of the work in the person's total self-image. Employee work attitudes and found that while advice giving and advice receiving were positively related to job involvement, only advice receiving was positively related to work-unit commitment. Job involvement is strongly affected and can be perceived as a reflection of work experiences. Individuals may become involved in their jobs in response to specific attributes of the work situation. Job involvement as an attitude is an important variable that helps in maximizing organizational effectiveness. The higher the degree of job involvement of the members in the organization, greater the effectiveness. In order to improve the degree of job involvement, one must have a realistic view of what determines it. Among the various views on job involvement, the most realistic one would be that it is a function of personality and organizational climate. Job involvement may directly affect inter role conflict.

**Keywords:** job involvement, organizational commitment, job satisfaction

### Introduction

#### Organizational Commitment

The concept of "organizational commitment" has gained increasing attention primarily because of the negative relationship between absenteeism, employee turnover and commitment. Greater organizational commitment has been linked to low rates of absenteeism and also better job performance (Cohen, 1992). Because of its relationships to these important outcomes, organizational commitment is one of the most thoroughly investigated topics in the organizational literature (Sikorska, 2005). With the hospitality and tourism industry's need to retain employees and maximize quality results, the concept of organizational commitment is most pertinent. There is an obvious need for more research on organizational commitment in hospitality and tourism businesses around the world (D'Annunzio-Green *et al.*, 2002). The construct of organizational commitment is of particular relevance to the hospitality industry, which is a service-oriented industry with high employee turnover (Smith *et al.*, 1996). The turnover rate of the Hospital employees was found between the ranges (20 to 30 percent). High turnover rate of the Hospital industry in India causes higher costs and lower service quality. Prior research in organizational management identifies organizational commitment as an important factor for lowering turnover and improving job performance (Subramaniam, 2002). Because organizational commitment has been recognized as a key predictor of turnover (Khatri and Fern, 2001), a better understanding of factors that are associated with organizational commitment can be helpful in designing policies and interventions to increase staff commitment and diminish turnover. Meyer and Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization. Continuance commitment is the willingness to remain in an organization because of the investment that the employee has

with "non-transferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization Normative commitment (Bolon, 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace.

#### Job Involvement

Job involvement is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. Job involvement is defined as the degree to which a person identifies psychologically with his or her work and the importance of the work in the person's total self-image (Lodahl T, Kejner M 1965). Employee work attitudes and found that while advice giving and advice receiving were positively related to job involvement, only advice receiving was positively related to work-unit commitment. Job involvement is strongly affected and can be perceived as a reflection of work experiences. Individuals may become involved in their jobs in response to specific attributes of the work situation.

Job involvement as an attitude is an important variable that helps in maximizing organizational effectiveness. The higher the degree of job involvement of the members in the organization, greater the effectiveness. In order to improve the degree of job involvement, one must have a realistic view of what determines it. Among the various views on job involvement, the most realistic one would be that it is a function of personality and organizational climate. Job involvement may directly affect inter role conflict. Although inter role conflict may normally be avoided by withdrawing from one of the roles, high levels of job involvement might prevent withdrawal from the job role, and other roles (such as parent) may be non-negotiable. Job involvement may also be a

direct factor if the question is not merely how much time there is, but who has priority over it: e.g., the job or the family. Thus, a further question is whether job involvement explains any variance in interrupting role conflict, after time, attention, and segmentation have been considered.

Job involvement and organizational commitment interact jointly to affect turnover. For example, the job employees do helps them meet their intrinsic needs, such as satisfactorily performing a challenging job, which, in turn, increases their sense of competence. This leads to increasing employees' job involvement attitude. Likewise, the organization helps employees meet their social and other extrinsic reward needs, such as pay, fringe benefits and promotions. This leads to increasing employees' organizational commitment attitude.

Organizational effectiveness is critical to success for any organization. In order to achieve greater effectiveness organizations should have sound policies and apt execution of those laid down policies. In an effective working environment employees themselves is accountable for all that happens around their work and take responsibility for the same. Performance results direct attention to individual and corporate productivity and efficiency. Highly effective organizations have a clearly defined bottom line and every employee knows how they contribute to the success of the organization. Employees are routinely informed about the organization's progress toward established goals and objectives.

### **Job Satisfaction**

Job satisfaction and organizational commitment have a great impact on the successful performance of an organization? Satisfied and committed employee identifies with the goals and values of the organization, and they put in that extra-effort that plays the crucial role in leading the competition. Job satisfaction is in regard to one's feelings or state of mind regarding the nature of their work.

### **Organizational Commitment and Job Satisfaction**

Job satisfaction is commonly defined as the extent to which employees like their work. Researchers have examined Job satisfaction for the past several decades. Studies have been devoted to figuring out the dimensions of job satisfaction, antecedents of job satisfaction, and the relationship between satisfaction and commitment. Satisfaction has also been examined under various demographics of gender, age, race, education, and work experience. Most research on job satisfaction has been aimed towards the person-environment fit paradigm. Job satisfaction has been found to be an important area of research because one of the top reasons individuals give for leaving a job is dissatisfaction.

According to Kotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

Job involvement and organizational commitment were the key structures in Cohen's (2000) study, and there was a strong relationship ( $r = 0.63$ ) between job involvement and organizational commitment. Mathieu and Zajac (1990) made a

misanalysis those examined the relationships among antecedents, correlates, and consequences of organizational commitment. They found moderate relationship between job involvement and organizational commitment and the relationship between job involvement and AC was stronger than that of job involvement and CC.

### **Research Methodology**

#### **Statement of the Problem**

As job involvement is considered to be a key factor influencing important individual and organizational outcomes, other research finding a significant impact of this construct on commitment and satisfaction has limited success. The general perception is that employee with high levels of job involvement are likely to put more effort in to their jobs and therefore tend to display higher level of job satisfaction and commitment. To ensure the impact, an attempt was made towards job involvement, Organizational Commitment and job satisfaction.

#### **Objectives of the Study**

1. To identify the relationship between job involvement and organization Commitment
2. To predict the impact organizational commitment towards job satisfaction
3. To examine the relationship among Job Involvement, Organizational Commitment and Job Satisfaction.

#### **Hypotheses**

1. Job involvement creates strong and positive impact towards Affective Commitment
2. Job involvement creates strong and positive impact towards Normative Commitment
3. Normative Commitment creates Strong and positive impact towards Job Satisfaction
4. Continuance Commitment creates Strong and positive impact towards Job Satisfaction
5. Job Involvement creates direct positive impact towards Job satisfaction.

#### **Research Design and Sampling**

In the present study, both survey method and descriptive design was adopted in order to study the Impact of Job Involvement towards Organizational Commitment and Job Satisfaction in Baby Industries at Tiruchirapalli. The study is descriptive in nature.

The data were collected from the employees in Baby Industries. There are 200 employees working under shift basis, the questionnaire were distributed to all the employees for data collection. Out of which 162 questionnaires were received. Hence the sample size for the study constitutes to 162 respondents. Thus simple random sampling technique was adopted for this study.

#### **Tools for Data Collection**

The study consists of both primary and secondary data. The primary data collected with the help of questionnaire. The questionnaire consists of two parts. The first part consists of dimensions Job Satisfaction, Organizational Commitment was further sub divided into three dimensions Affective, Normative and Continuance Commitment and Job Involvement. The second part of the questionnaire consists of

personal details of the employees in the organization. All the dimensions were measured using Likert-type Scaling from “Strongly Agree” to “Strongly Disagree”. The researcher collected secondary data from journal, Books and from internet and web site of the organization.

**Tools for Data Analysis**

The collected data was consolidated, tabulated and analysed by using relevant statistical tools like Chi square, ANOVA, Correlation and Multiple regressions. The SPSS 20 package was utilized for analyzing the data; the interpretation of the study done by using tables, graphs and charts to give meaningful results.

**Data Analysis and Interpretation**

Age wise distribution of the respondents

S. No	Particulars	Frequency	Percent
1.	Below 30	54	33
2.	31 – 40	69	43
3.	Above 41	39	24
Total		162	100

Source Primary Data

The above table shows the age wise classification of the respondents where 43% of the respondents belonged to the age group 31 - 40 years, 33% of the respondents belonged to the age group below 30 years, and the remaining 24% of the respondents belonged to the age group above 41 years. Thus, majority of the respondents belonged to the age group 31 - 40 years.

Gender wise distribution of the respondents

S. No	Particulars	Frequency	Percent
1.	Male	147	91
2.	Female	15	9
Total		162	100

Source Primary Data

The above table shows the gender wise classification of the respondents where 91% of the respondents were male and the remaining 9% of the respondents were female. Thus, majority of the respondents were male.

**Hypothesis**

There is no significant difference between Monthly Income and dimensions job Satisfaction, Affective Commitment, Normative Commitment, Continuance Commitment and Job Involvement.

Analyzing Variable: Monthly income

		Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction	Between Groups	1.351	3	.450	1.135	.337
	Within Groups	62.698	158	.397		
	Total	64.049	161			
Affective Commitment	Between Groups	8.397	3	2.799	10.233	.000
	Within Groups	43.214	158	.274		
	Total	51.611	161			
Normative Commitment	Between Groups	1.689	3	.563	1.699	.169
	Within Groups	52.360	158	.331		
	Total	54.049	161			
Continuance Commitment	Between Groups	.959	3	.320	.837	.476
	Within Groups	60.405	158	.382		
	Total	61.364	161			
Job involvement	Between Groups	3.171	3	1.057	2.716	.047
	Within Groups	61.471	158	.389		
	Total	64.642	161			

From the above table it is inferred that 5 dependent variables are considered to identify the significant relationship with the analyzing variable monthly income. Out of 5, two dependable variable job involvement and affective commitment shows significant relationship with the analyzing variable monthly income. Other 3 variables job satisfaction, continuance commitment, and normative commitment does not have

significant relationship with the analyzing variable monthly income.

**Hypothesis**

There is no significant difference between Age and dimensions job Satisfaction, Affective Commitment, Normative Commitment, Continuance Commitment and Job Involvement.

**Analyzing Variable: Age of Respondents**

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	2.396	2	1.198	3.090	.048
	Within Groups	61.653	159	.388		
	Total	64.049	161			
Affective Commitment	Between Groups	.962	2	.481	1.510	.224
	Within Groups	50.649	159	.319		
	Total	51.611	161			
Normative Commitment	Between Groups	.674	2	.337	1.003	.369
	Within Groups	53.376	159	.336		
	Total	54.049	161			
Continuance Commitment	Between Groups	3.483	2	1.741	4.783	.010
	Within Groups	57.882	159	.364		
	Total	61.364	161			
Job involvement	Between Groups	.310	2	.155	.383	.683
	Within Groups	64.332	159	.405		
	Total	64.642	161			

From the above table it is inferred that 5 dependent variables are considered to identify the significant relationship with the analyzing variable age. Out of 5, two dependable variable job satisfaction and continuance commitment shows significant relationship with the analyzing variable age. Other 3 variables

Affective commitment, normative commitment and Job involvement does not have significant relationship with the analyzing variable age.

**Correlation**

		Job satisfaction	Affective Commitment	Normative Commitment	Continuance Commitment
Impact of Job Involvement	Pearson Correlation	.215**	.447**	.503**	.427**
	Sig. (2-tailed)	.006	.000	.000	.000
	N	162	162	162	162

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

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

The correlation is one of the most common and most useful statistics. A correlation is a single number that describes the degree of relationship between two or more variables. The above correlation table shows the inter correlation between the dimensions job satisfaction, affective commitment, normative commitment and continuance commitment with impact of job involvement. The correlation between impact of job involvement and job satisfaction was .215 which shows very low correlation and correlation between impact of job involvement and affective and continuance commitment was .447 and .427 respectively which shows mild correlation and the correlation between impact of job involvement and normative commitment was .503 which shows high correlation all the variables were highly and positively significant at (.000) level of significance except job satisfaction which was significant at (.006) level.

**Findings Suggestions and Conclusion**

**Findings**

1. Employees considered their job was pleasant to this 72% of the respondents agreed.
2. Employees felt fairly well satisfied with their present job to this 50% of the respondents agreed.
3. Employees liked their work to this 48% of the respondents agreed.
4. Find job interesting to this 52% of the respondents agreed.
5. Find real enjoyment in work to this 54% of the respondents responded moderately.

6. Employees were very happy to spend the rest of their career in the organization to this 50% of the respondents agreed.
7. Employees felt as if the organizations problems were their own to this 48% of the respondents agreed.
8. Do not feel like ‘‘a member of the family’’ in the organization to this 50% of the respondents agreed.
9. Do not feel ‘emotionally attached’’ to the organization to this 48% of the respondents agreed.
10. ‘This organization has a great deal of personal meaning for me’ to this 56% of the respondents agreed.
11. Employees did not have any strong sense of belonging for the organization to this 43% each of the respondents agreed and responded moderate.
12. Enjoy discussing the organization with outside people to this 48% of the respondents agreed.
13. It would be very hard for them to leave the job, even if they wanted to it would be too costly to leave the organization in the near future to this 46% of the respondents agreed.
14. Staying with the job at the organization was a matter of necessity rather than a desire to this 41% of the respondents agreed.
15. Have too few options to consider leaving job at this organization to this 63% of the respondents agreed.

**Suggestions**

1. The job, Work and Task given to employee should not be monotonous. Organization should take necessary steps to

enhance the skills and capabilities of the employees in such a way that employee can handle multi-task. This will reduce the monotonous of the employee toward their job and Task.

2. The Managers should take separate interest to make every effort to increase the level of all three commitments and job satisfaction among employees.
3. New types of training and development must be given to all employees, which organizational commitment and job satisfaction will level of the employees.

### **Conclusion**

To sum up, nowadays improving working conditions includes not only making psychical and materialistic conditions better, but also behaving better to all employees, creating democratic, participating and soft organizational climate, supporting employees' enthusiasms about developing their capabilities, and providing promotion opportunities.

Especially in manufacturing industry, there are less human contacts (i.e. guest-personnel, personnel-personnel, and personnel-manager). Thus, human relations, difficulties encountered, and behaviours of managers have important effects on employees. Examining the relationships between organizational commitment, organizational climate, and job satisfaction in advance could be beneficial.

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