

Job Involvement: A Stimulant for Employee Job Satisfaction

(A case study of Rane Madras Limited, Mysore)

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Abstract

Job involvement of employees is of paramount importance to organizations since it is directly related to the productivity. However, the involvement of employees in the organization depends on what measures organizations have taken to satisfy them. The present study aims at examining the relationship between job involvement and job satisfaction of employees. The impact of job involvement on job satisfaction is also examined in the study. The objectives of the study were accomplished by preparing a well structured questionnaire which was distributed among 70 employees belonging to supervisory level of the hierarchy working at Rane Madras Limited, Mysore. Their responses were collected back and were subjected to statistical analysis and the results were computed and tabulated. Results indicated that there was a statistically significant and positive relationship between job involvement and job satisfaction. Analysis also proved that the impact of job involvement on job satisfaction was also positive and statistically significant.

Keywords: Job involvement, Job satisfaction.

Introduction

Job satisfaction also termed as employee satisfaction refers to the extent to which an employee is contented towards his work. It can also be considered as an individual's psychological response towards the factors of organization and the job such as nature of work, supervision, rewards and recognition, compensation, career growth and development, policies and procedures of organization, individual goals and so on. It tends to vary from individual to individual depending upon their needs, aspirations and desires in personal life and professional expectations. Sometimes, job satisfaction also depends upon the emotional feelings held by individuals towards their job as well as organization.

Out of many factors affecting job satisfaction, career growth and satisfaction with superiors are considered in the present study. Every individual intends to advance or grow in their career. Professional growth is one of the primary indicators of job satisfaction for employees. Organizations should pave way

for the growth of individuals by means of providing them with higher responsibilities, challenging tasks, environment to unleash their creativity and divergent thinking. Along with career growth, the support an individual gets from their superiors at the workplace also judges the job satisfaction of employees. It is always said that, superiors should take up the responsibility of being a leader so that they can guide, mentor and lead their subordinates. This will indirectly make an individual psychologically secured with their job and organization.

On the other hand, Job involvement refers to the degree to which an individual is psychologically and emotionally engaged with the work. It is evaluated on the basis of an individual's participation in their work. But an employee's involvement in their job depends on various management practices followed in organizations. Organizations should create an environment where employees can develop a sense of belongingness. Creating a friendly and homely environment for the employees will act as an added advantage for making the employees involved in their job. Psychological relationship that an individual develops with people around will make his/her participation much stronger in the organization.

Statement of the Problem

There are many reviews which reveal the relationship between Job Satisfaction of employees with different aspects of Organization and relationship between Job Involvement and other individual aspects of employees at workplace. In the present study, an attempt is made by the researcher to identify the relationship between Job Involvement and Job Satisfaction of employees. Further, an attempt is also made to examine the impact of job involvement on job satisfaction.

Research objective

1. To assess the relationship between job satisfaction and job involvement.
2. To examine the impact of job involvement on job satisfaction.

Scope of the study

The present study focuses on assessing the impact of job involvement on job satisfaction. This study was accomplished by collecting responses from 70 employees belonging to supervisory level of the hierarchy working at Rane Madras Limited, Mysuru.

Research Methodology

Research design

The present study was carried out with the help of employing descriptive research design which describes the characteristics of the population under study. Further, the sample size and the sampling

technique were also being specified. Based on the survey that was carried out, analysis of facts were also described.

Sampling technique

The purpose of the study was accomplished by using simple random sampling technique where the sample population was randomly selected who were working at Rane Madras Limited, Mysuru.

Sample size

To fulfill the objectives of the study, 70 respondents who were working at Rane Madras Limited, Mysuru were selected. These 70 respondents belonged to supervisory level of the hierarchy.

Hypothesis

H1: There was no correlation between Job Satisfaction and Job Involvement.

H2: There was no impact of Job Involvement on Job Satisfaction.

Data collection

The present study was conducted with the help of both primary and secondary sources of data.

Primary source of data was initially collected through informal interviews with the employees working at Rane Madras Limited, Mysuru. In the second stage, based on the insights collected through informal interviews, a well structured questionnaire was prepared in joint consultation with subject matter experts and HR manager of Rane Madras Limited, Mysuru. The responses thus collected through questionnaire were then subjected to statistical analysis.

Secondary source of data was collected through research journals, magazines, and in-house publications. This data was collected to identify the research gap and scope for the study. This data was also used to compile the information.

Questionnaire

A well structured questionnaire prepared comprised of two sections: Section – A and Section – B.

Section A comprised of information pertaining to demography of employees. Section B comprised of questions pertaining to job satisfaction and job involvement. The parameters considered for job satisfaction include Satisfaction with the superiors and career growth. The parameters for job involvement comprised of recreation and emotional job involvement towards the job. The questions in section B were rated by using Likert's Five point scale ranging from strongly disagree to strongly agree. Strongly disagree was given with the least rate while strongly agree with the highest rate.

Statistical tools used

The objectives of the study were accomplished by using Descriptive statistics, Correlation, Analysis of Variance (ANOVA) and regression as statistical tools.

Data analysis and interpretation

To test H1, Correlation analysis was used and the computations made were tabulated in table 1 and table 2.

Table 1					
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	70	12	25	19.04	2.805
Job Involvement	70	11	22	16.70	2.293

Table 2			
Correlations			
		TJS	TJI
Job Satisfaction	Pearson Correlation	1	.266*
	Sig. (2-tailed)		.026
	N	70	70
Job Involvement	Pearson Correlation	.266*	1
	Sig. (2-tailed)	.026	
	N	70	70

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

Interpretation

The correlation between Job Satisfaction and Job Involvement was positive where $r=0.266$ and $P = 0.026 < 0.05$, and hence the test was significant at 5% levels, that is, there exists a statistically significant positive correlation between Job Satisfaction and Job Involvement.

This indicates that increase in Job Involvement score indicated increase in Job Satisfaction score. Hence hypothesis H1 was justified.

To test H2, regression analysis was used and the computations made were tabulated in table 3 to table 6.

Table 3			
Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Job Involvement ^b	.	Enter

a. Dependent Variable: Job Involvement

b. All requested variables entered.

Table 4				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 ^a	.071	.057	2.724

a. Predictors: (Constant), Job Involvement

Table 5						
ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.325	1	38.325	5.165	.026 ^b
	Residual	504.547	68	7.420		
	Total	542.871	69			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Involvement

Table 6	
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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.614	2.411		5.648	.000
	Job Involvement	.325	.143	.266	2.273	.026

a. Dependent Variable: Job Satisfaction

The estimated regression equation of Job Satisfaction on Job Involvement was given by

$$\text{Job Satisfaction} = 13.614 + 0.325 (\text{Job Involvement})$$

From ANOVA table (Table 5), since $P = 0.026 < 0.05$, the regression equation was statistically significant at 5% levels.

This means that one unit change in Job Involvement score impacts on 0.0325 unit change in Job Satisfaction score. Hence H2 was justified.

Findings

The following findings were drawn from the analysis of data:

1. There exists a significant positive correlation between job involvement and job satisfaction.
2. The impact of job involvement on job satisfaction was also found to be statistically significant and the impact was given by

$$\text{Job Satisfaction} = 13.614 + 0.325 (\text{Job Involvement})$$

Conclusion

As per the data presented it is evidenced that job involvement holds a statistically significant and positive correlation with job satisfaction. In other words, job involvement is directly proportional to job satisfaction. This indicates that any increase or decrease in job involvement score will result in equal and proportionate increase or decrease in the score of job satisfaction. Analysis have also evidenced that the job involvement has a positive impact on job satisfaction. This can also be stated that the more employees are involved in their job, the more they will be satisfied with their job.

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