

# JOB INVOLVEMENT AND ITS EFFECT ON JOB RETENTION

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**Abstract:** *Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher satisfaction. The aim of this study was to determine the level of teachers' involvement who is working in the private school, Virudhunagar District. This study also aimed at examining the significant effect of employee involvement and engagement on the retention. Data were collected from 352 participants using Probability method of Proportionate Stratified sampling method. The collected data is analysed by using SPSS software. Cronbach Alpha Test Standards, Cronbach Alpha - Reliability Statistics, Mean and Standard Deviation, ANOVA and F Test are used to find the result. The findings of the study revealed that job involvement and commitment influence the retention of the private school teachers.*

**Keywords:** *Employees, Engagement, Performance, Satisfaction, Relationships, Job involvement, Organizational effectiveness*

## 1. INTRODUCTION

Job involvement is generally described as an attachment to one's job that exceeds normal levels of commitment. The employee can become so involved with his job that it affects performance in other life role areas. "The degree to which an employee is engaged in and enthusiastic about performing their work is called Job Involvement". Management persons are typically well aware that efforts to promote job involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. The concept of employee engagement is a measurement of how happy employees are with their respective jobs, working environment and how efficient their performance levels are? Managing high morale among employees can be of remarkable benefit to any organization, as actively engaged workers are more productive and stay loyal to the company. Organizations with high employee engagement levels are more productive and more profitable than those organizations with low levels of employee engagement.

## 2. LITERATURE REVIEW

According to **Kejner, L. (1965)** Job involvement has been defined as an individual's psychological identification or commitment to his / her job .It is the degree to which one is cognitively engaged in work and preoccupied with work activities and concerned with current job. Job involvement is related to the internalization of terms about the work done with good potential or it can say that it is to determine the employee's importance/ worth towards work assigned to him.

**Mowday, R., Steers, R. and Porter, L. (1979)** explained that, Organizational commitment is the extent of employees' willingness to exert their effort for the organization's success and the degree of fit between the employees' values and the organization values.

**Parasuraman, S. (1982)** who confirms in his study that, organizational commitment can be used to predict turnover intentions.

**Eisenberger et al., (1990)** contended that, HR practices that are well managed and implemented are able to increase organizational commitment and decrease intentions of resigning among employees because individuals tend to respond positively to top management commitment and support. As expounded earlier on the pivotal role of HR practices in managing the human capital that can heighten organizational commitment and thus reducing intention to quit by employees, organizational commitment can be regarded as the factor that mediates the relationship between HR practices and turnover intention.

The findings from **Igbaria et al., (1994)** highlight the importance of organizational commitment as the most immediate predictors of intention to stay.

**Yeung, K.A. and Berman,B. (1997)** stressed that, company performance is highly influenced by HR practices that can directly influence organizational commitment among employees.

**Chughtai, A. A. (2008)** has revealed that, those individuals who show high involvement towards their jobs consider their work very crucial part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. So for such highly involved individuals who are performing well on the job is essential for their self esteem. People who have more concern towards work and highly involved can always take better care of their work.

**Dixit, D. V. (2012)** states that, the process by which the goals of the organization and those of the individual become increasingly integrated or congruent" is commitment. Commitment is a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. "Commitment is the strength of an individual's identity and his involvement within an organization in which he is working.

## 3. OBJECTIVE OF THE STUDY

The main objective of this study is to examine the level of job involvement and commitment & its effect on the retention of private school teachers.

## 4. HYPOTHESIS OF THE STUDY

H<sub>0</sub>: Job involvement and commitment does not influence the Retention of the private school teachers.

H<sub>1</sub>: Job involvement and commitment influence the Retention of the private school teachers.

## 5. RESEARCH METHODOLOGY

### 5.1 Research Design

Research Design is the basic framework which provides guidelines for the rest of research process. The research design followed for this study is Descriptive research design.

### 5.2 Source of Data

A significant and distinctive stage of research is the collection of necessary information to prove their hypothesis. The sources of information are generally classified as primary and secondary information.

*Primary data* – The primary data are collected from the teachers of private schools in Virudhunagar district through a structured questionnaire.

*Secondary Data* – Company profiles, websites, magazines, and research articles were used widely as a support to primary data.

### 5.3 Sampling Plan

The sample design is a definite plan for obtaining a sample from a given population.

*Sampling Technique* – The technique adopted for the study is probability sampling technique of proportionate stratified sampling.

*Sampling Unit* – It is not always necessary to collect data from the whole universe. A small sample serves the purpose. The sample covered only teachers who are working in private schools in Virudhunagar district were selected as the sampling unit for this study.

*Sample Size* – A sample size of 352 Respondents was interviewed for the research.

### 5.4 Statistical Tools Used

To analyze and interpret collected data the following statistical tools were used;

- Cronbach Alpha Test Standards
- Cronbach Alpha - Reliability Statistics
- Mean and Standard Deviation
- ANOVA
- F Test

## 6. ANALYSIS AND INTERPRETATION

### 6.1 Job Involvement and Commitment

Fourteen statements relating to job involvement and commitment has been framed with the help of Likert's five point scaling technique. In order to test whether the statements are reliable or not, Cronbach Alpha test has been employed. The standards of Cronbach Alpha test are given in Table 1.

**Table 1**  
**Cronbach Alpha Test Standards**

$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: [https://en.wikipedia.org/wiki/Cronbach%27s\\_alpha](https://en.wikipedia.org/wiki/Cronbach%27s_alpha)

The Cronbach Alpha test results are shown in Table 2.

**Table 2**  
**Cronbach's Alpha - Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.906	14

Source: Primary data

The alpha coefficient for the fourteen statements is 0.902 suggesting that the statements have relatively excellent internal consistency. Table 3 indicates the opinion of the respondents towards job involvement and commitment.

**Table 3**  
**Opinion of the respondents towards Job Involvement and Commitment**

STATEMENTS		SA	A	N	D	SD	Total	Mean	Standard deviation
I am happy in being a Teacher	Count	-	2	9	80	261	352	4.7045	.54242
	%	-	0.6	2.6	22.7	74.1	100		
Teaching profession is challenging as well as interesting to me	Count	-	2	10	110	230	352	4.6136	.57352
	%	-	0.6	2.8	31.3	65.3	100		
I like my job title and the job content	Count	-	5	17	118	212	352	4.5256	.65757

	<b>%</b>	-	1.4	4.8	33.5	60.2	<b>100</b>		
My job has clear objectives and targets	<b>Count</b>	-	4	28	144	176	<b>352</b>	4.3977	.68421
	<b>%</b>	-	1.1	80	40.9	50	<b>100</b>		
My job has responsibilities and accountability	<b>Count</b>	-	1	12	114	225	<b>352</b>	4.5994	.57120
	<b>%</b>	-	0.3	3.4	32.4	63.9	<b>100</b>		
Teaching provides me with an opportunity to use all my professional skills and knowledge	<b>Count</b>	2	1	14	128	207	<b>352</b>	4.5256	.64444
	<b>%</b>	0.6	0.3	4.0	36.4	58.8	<b>100</b>		
Teaching encourages me to be creative	<b>Count</b>	-	4	19	121	208	<b>352</b>	4.5142	.65357
	<b>%</b>	-	1.1	5.4	34.4	59.1	<b>100</b>		
The work of a Teacher is very pleasant	<b>Count</b>	-	5	33	117	197	<b>352</b>	4.4375	.72132
	<b>%</b>	-	1.4	9.4	33.2	560	<b>100</b>		
Job matches my personal interest	<b>Count</b>	1	4	40	147	160	<b>352</b>	4.3097	.73815
	<b>%</b>	0.3	1.1	11.4	41.8	45.5	<b>100</b>		
I am really proud and enjoy what I do as a Teacher	<b>Count</b>	-	4	32	89	227	<b>352</b>	4.5313	.70742
	<b>%</b>	-	1.1	9.1	25.3	64.5	<b>100</b>		
I feel emotionally attached to my teaching job	<b>Count</b>	1	2	47	147	155	<b>352</b>	4.2869	.73578
	<b>%</b>	0.3	0.6	13.4	41.8	44	<b>100</b>		
I like to put extra time in my job	<b>Count</b>	2	13	58	142	137	<b>352</b>	4.1335	.85855
	<b>%</b>	0.6	3.7	16.5	40.3	38.9	<b>100</b>		
When I am teaching I forget everything else around me	<b>Count</b>	4	14	40	151	143	<b>352</b>	4.1790	.86681
	<b>%</b>	1.1	4.0	11.4	42.9	40.6	<b>100</b>		
I prefer to continue my teaching profession	<b>Count</b>	5	6	25	124	192	<b>352</b>	4.3977	.81005
	<b>%</b>	1.4	1.7	7.1	35.2	54.5	<b>100</b>		

Source: Primary data

Among the fourteen statements, the statement ‘I am happy in being a Teacher’ with the mean value of 4.7045 followed by the statement ‘Teaching profession is challenging as well as interesting to me’ with the mean value of 4.6136.

### 6.2 Opinion of the respondents towards Job Involvement and Commitment - ANOVA with Friedman’s Test

Friedman’s Chi-Square test has been applied to analyse the opinion of the respondents towards job involvement and commitment. The null hypothesis framed is that job involvement and commitment does not influence the retention of the private school teachers.

Table 4

Opinion of the respondents towards Job Involvement and Commitment – ANOVA with Friedman’s Test

		<i>Sum Squares</i>	<i>of</i>	<i>df</i>	<i>Mean Square</i>	<i>Friedman's Chi-Square</i>	<i>Sig.</i>
<b>Between People</b>		1072.886		351	3.057		
<b>Within People</b>	<b>Between Items</b>	126.751 <sup>a</sup>		13	9.750	388.953	.000
	<b>Residual</b>	1364.463		4563	.299		
	<b>Total</b>	1491.214		4576	.326		

<b>Total</b>	<b>2564.100</b>	<b>4927</b>	<b>.520</b>		
<b>Grand Mean = 4.4397</b>					
<b>a. Kendall's coefficient of concordance W = .049.</b>					

Source: Primary data

From Table 4, it is clear that the calculated value of Friedman's Chi-Square test is 388.953 which is significant at 5 per cent as its p value is less than 0.05 ( $0.000 \leq 0.05$ ). Hence, the null hypothesis is rejected. Thus, it is proved that job involvement and commitment influence the retention of the private school teachers.

## 7. CONCLUSION

Employee engagement is linked with the emotional, cognitive and physical aspects of work and how these factors integrated. The concept of employee engagement should not be regarded just another HR strategy. Employee's engagement is a long term process and linked to core tenants of the business like as, values, culture and managerial philosophy. Employees require to be adopting in a working environment which will lead them to display behaviour that organizations are looking for. An organization has to promote the factors which have a positive effect of engagement through every business activity that they do. The objective of this research was to build the understanding regarding the relationship among Job involvement and Employee retention in private schools of Virudhunagar district. The findings of the research conclude that there was a significant positive impact of employee involvement and employee retention. From this research it was explored that involvement and commitment of employees was very necessary for the effective performance and it have positive relationship with their retention.

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