



## A Study on Job Involvement of Bank Employees in Private Sector Banks with Reference to Tirupur District

**G.Kalpna**

Research Scholar in Management, Karpagam University, Coimbatore

**Dr. K. Gunasundari**

Associate Professor, Department of Management, Karpagam Academy of Higher Education, Coimbatore

### ABSTRACT

*Job involvement describes the process of internalizing the importance of a work based on an individual employee. It explains the processes involved with which an employee can be more orientated about an organization. Also, it is an attitude formed about one's career and it depicts the level of satisfaction, which an individual can derive on it by helping to meet certain desires. Besides, people with high job involvement focus most of their attention on their job (Hackett, Lapierre, and Hausdorf 2001). Moreover, job involvement is a consequence of work situations and individual differences. Hence, socio-demographic and psychological variables can affect job involvement. Therefore, in this study, the level of job involvement and the influence of demographic variables on it were examined on the phenomenon of job involvement.*

**KEYWORDS :** Job Involvement, Bank Employees, Personal Variables, Private Sector

### INTRODUCTION

Job involvement refers to the psychological and emotional extent to which someone participates in his work, profession and company. 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 the work is called Job involvement".

Job involvement (Employee engagement, or Work engagement, 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. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work.

Job Involvement (JI) is a crucial factor in the life of workers. High job involvement is a sought after employee attribute by employers. Highly involved employees are more satisfied with their jobs and they tend to be highly committed to their employing organisations, their careers and their professions (O'Driscoll and Randall, 1999).

Hung (2008) viewed job involvement as a fixed variable which critically controls the employee's working attitude, such as job satisfaction, tendency to resignation, and organizational commitment. People who are highly involved in their job will seriously take care and concern about their work because they will have a higher self esteem in their job mostly and they will be individuals who will be highly involved in their job. As a result, these individuals would like to perform well because the job will have already become part of their lives. Employees with a high job involvement would not be late or absent from their work. Also, highly job involved individual would have fewer excuses (such as illness or transportation problems) and pay more attention to their job and hence reduce absenteeism and turnover intention. He also says cultivating job involvement is an essential organizational objective as it is a primary stimulus of organizational effectiveness and an individual's motivation. In the above research work little has been done about the effect of the four variables discussed in chapter two below.

The present study thus focuses on the job involvement of the employees. It also focuses on the influence of personal variables on the level of job involvement of the employees.

### REVIEW OF LITERATURE

Aminabhavi et al. (1997) conducted a study to identify the factors that contribute to job involvement among doctors, engineers, lawyers and teachers. The age group of the subjects varied between 30-60 years. Results showed that the selection of occupation expressed with regard to job satisfaction and socio-cultural background that contributed significantly to job involvement of the professionals. The results

were interpreted as stating that the professional who chose their occupation and expressed higher job satisfaction and the professional who came from upper middle stratum of society showed higher job involvement than their counter parts.

Jaswant and Naveen (1997) conducted a study to examine the interactive effects of age, gender and type – A behavior pattern of job stress and job involvement of bank employees. The results indicated that the two independent variables, gender and type-A behavior also significantly influenced the job involvement of bank employees. The results also showed the significant effect of age and gender, type – A behaviors and gender on job stress.

Joshi (1999) studied the job satisfaction, job involvement and work involvement of industrial employees. The data obtained on their scale were analyzed by means of product moment correlation. The result revealed that the employee's age, job experience and monthly income were significantly related to job involvement and work involvement. It was also found out that the monthly income to be significant associated. The result did not yield significant relationship between employees' work involvement and job satisfaction.

Allam, R Habtemariam. Z. (2009). This study explores the effect of job burnout, age and marital status on job involvement among banking employees. The sample consists of 100 employees selected randomly. The results shows that the employees who had low level burnout showed greater job involvement, young employees had higher level of job involvement than older employees and married employees had significantly a greater job involvement than unmarried employees.

Akinbode A, Gabriel A; Fagbohunge, Bamikole (2011). The results of their t-test independent tests and MANOVA show that there was a statistically significant difference in the emotional, cognitive, behavioural and overall job involvement of men and women workers. Also, job involvement was slightly higher among the private sector men workers than their public sector counterparts, particularly for workers who have just spent less than 6 years in the job. Empirical findings further show that the interaction between gender and tenure was significant on behavioural job involvement and overall job involvement.

John Kolawole Aderibigbe et al. (2014): This study investigated self-efficacy, meaning in life, education and age as predictors of job involvement among the civil servants in Nigeria. It adopted survey research design, purposive and convenience sampling techniques respectively. 214 men and women civil servants participated in the study. A structured questionnaire form containing three validated scales of measurement was used as instrument. Hypothesis 1 stated that self efficacy and meaning in life will jointly and independently predict job involvement while hypothesis 2 stated that educational qualification and age will jointly and independently predict job involvement.

Tang (2007) reports that male and married people who had a higher income, had better job involvement. He further reported that married people also had a higher quality of life, which is often related to job involvement. Thus, it can be concluded that married men are more involved with their job because they have a higher income and better quality of life than non-married individuals. Therefore, from the above study, it seems that married individuals will be more likely to be involved with their job, because they have a higher income and a better quality of life.

Mirhashemi (2008) found men employees in his statistical population in Iran had a higher level of job involvement than women employees.

RESEARCH QUESTIONS

The study was conducted to answer the following questions  
What is the level of job involvement of the employees?  
Do personal variables influence job involvement of employees?

OBJECTIVE

- 1. To study the personal profile of the employees.
- 2. To access the level of job involvement of the employees.
- 3. To study the influence of personal variables on the level of job involvement of the employees.

METHODOLOGY

The researcher adopted Descriptive research design for the present study. The private sector bank employees of Tirupur District constitute the population of the study. Convenience sampling technique was adopted for the purpose of selecting the sample. As it is a pilot study, the size of the sample was confined to 50. The researcher used a structured questionnaire for the purpose of data collection. The questionnaire consists of two parts, namely personal profile of the employees and job involvement scale. The data was analysed using Mean, Standard Deviation, Percentage Analysis, t-test and ANOVA.

ANALYSIS AND INTERPRETATION

Table 1: Personal Profile of the Employees

Variables	Attributes	Frequency	Percentage
Age	Below 20	1	2.0
	21-25	19	38.8
	26-30	20	40.8
	31-35	8	16.3
	Above 35	1	2.0
Gender	Male	31	63.3
	Female	18	36.7
Marital Status	Married	22	44.9
	Unmarried	27	55.1
Educational Qualification	Under Graduation	26	53.1
	Post Graduation	23	46.9
Level of Management	Top level	2	4.1
	Middle level	34	69.4
	Lower Level	13	26.5
Salary Per Month	Below 10,000	10	20.4
	11,000 – 20,000	12	24.5
	21,000 – 30,000	18	36.7
	31,000 – 40,000	7	14.3
	Above 40,000	2	4.1
Family Monthly Income	Below 25,000	12	24.5
	25,000 – 35,000	13	26.5
	36,000 – 45,000	8	16.3
	46,000 – 55,000	10	20.4
	Above 56,000	6	12.2
Total Experience	Below 5	27	55.1
	6 – 10	21	42.9
	16 – 20	1	2.0
Present Experience	Below 5	35	71.4
	6 – 10	13	26.5
	11 – 15	1	2.0

(Source: Primary data)

Table 1 depicts the personal profile of the employees. It shows that the majority (40.8 percent) of the respondents belonged to the age group between 26-30 years and the majority (63.3 percent) of the employees were males. The findings show that 55.1 percent of the employees were unmarried, 53.1 percent of the employees had completed their under graduation level of education and the majority (69.4 percent) of the employees belonged to the middle level management. This table shows that 36.7 percent of the employees were earning an income between Rs.21,000 – 30,000 per month, 26.5 percent of the respondents monthly family income was between Rs.25,000 – 35,000, 55.1 percent of the employees had a total experience of below 5 years and majority (71.4 percent) of the employees had an experience of below 5 years in the present job.

Table 2: Level of Job Involvement

Variable	Attributes	Frequency	Percentage
Job Involvement	Very High	6	12.2
	High	21	42.9
	Moderate	11	22.4
	Low	10	20.4
	Very Low	1	2.0
	Total	50	100

(Source: Primary data)

The above table depicts that 42.9 percent of the employees had a high level of job involvement, 22.4 percent of the employees had a moderate level of job involvement, 20.4 percent of the employees had a low level of job involvement, 12.2 percent of the employees had a very high level of job involvement and 2 percent of the employees had a very low level of job involvement.

Table 3: Significant (t and F) Test for Job Involvement based on Personal Variables

Variables	Test	Value	Mean (Highest)	Result
Age and Job Involvement	ANOVA	F = 1.336 P>0.05	Below 20 = 156	NS
Gender and Job Involvement	t-test	t = 2.439 P<0.05	Male = 145	S*
Marital Status and Job Involvement	t-test	t = 0.622 P>0.05	Married = 142	NS
Education and Job Involvement	ANOVA	F = 0.290 P>0.05	Under Graduation = 141	NS
Mgt. Level and Job Involvement	ANOVA	F = 6.803 P<0.05	Lower level = 153	S**
Salary and Job Involvement	ANOVA	F = 0.663 p>0.05	Above Rs.40,000 = 148	NS
Family Income and Job Involvement	ANOVA	F = 0.952 p>0.05	Rs.36,000 – Rs.45,000 = 147	NS
Total Experience and Job Involvement	ANOVA	F = 0.204 p>0.05	Below 5 = 142	NS
Present Experience and Job Involvement	ANOVA	F = 2.033 p>0.05	6-10 years =148	NS

(Source: Primary data)

S – Significant    NS – Not Significant    \*Significant at 0.05 level  
\*\*Significant at 0.01 level

Table 3 shows the difference in job involvement based on personal variables, namely age, gender, marital status, education, level of management, salary, family income, total experience and experience in the current job. It shows that there is no significant difference in the level of job involvement among the age group of the employees at 0.05 level of significance. There is a significant difference in the level of involvement among men and women at 0.05 level of significance. The analysis of the mean value shows that the men employees had a better job involvement compared to the women employees with a mean value 145. There is no significant difference in the level of job

involvement among the married and the unmarried employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the under graduate and the post graduate employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the higher level, the middle level and the lower level management at 0.01 level of significance. The mean value further shows that the employees working in the lower level management had high a job involvement compared to other employees working in other levels of management. There is no significant difference in the job involvement among different salary groups of the employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the different family income groups of the employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the employees with different levels of experience at 0.05 level of significance. There is no significant difference in the level of job involvement among the employees with different levels of experience at their present job at 0.05 level of significance.

### SALIENT FINDINGS AND DISCUSSION

The study found that bank employees had a high level of job involvement. It shows that there is a no significant difference in the level of job involvement among the employees of different age groups at 0.05 level of significance. There is a significant difference in the level of involvement among male and female employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the married and the unmarried employees at 0.05 level of significance. There is no significant difference in the level of job involvement among the under graduate and the post graduate employees at 0.05 level of significance. These findings are contradictory to those of John Kolawole Aderibigbe. Et.al. (2014).

From the above analysis it is understood that demographic variables, namely gender and level of management do influence the job involvement of bank employees. It shows that men working at lower level management had a high involvement. Men are more involved with their jobs because they have a higher income and a better quality of life than women. This is supported by the findings of (Mroczek and Spiro, 2005; Tang, 2007, Mirhashemi, 2008).

### SUGGESTION AND FUTURE SCOPE OF STUDY

Though gender is significantly influencing job involvement, directors and managers should give priority to both in recruitment exercise. Both men and women are important because they all have good values to offer to the organization. When employees are treated well socially, such as that there is a provision of cordial and mutual social and work relations among the staff, there is bound to be instilling of self-worth and career contentment among the staff in relation to the social-work group they belong to which will increase their involvement eventually.

The future researchers in this area should endeavor to include variables like job satisfaction, job stress, working condition, etc. as independent variables while testing the factors that affect the employees' job involvement. The researchers can also conduct the survey covering more than one organization as a comparative study.

### CONCLUSION

Employees are the most valuable assets that contribute significantly to the success and prosperity of any organization. The concept of employee job involvement has been concentrated today than before. The organizations today are striving to manage their employees to maximize their performance. Thus, job involvement plays a major role in any organisation for its development and growth. The present study thus concludes that majority of the respondents had a better job involvement and the personal variables, namely gender and level of management do influence the job involvement of the employees.

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