



Influence of Job Satisfaction and Organizational Commitment on Job Involvement towards Organizational Effectiveness

KEYWORDS

Job Involvement, Organizational Effectiveness, Job Satisfaction and Organizational Commitment.

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ABSTRACT

This paper deals with the job involvement and organizational effectiveness among the employees in the car industry setting. The study mainly concentrates on the dimensions such as job involvement, organizational effectiveness, and performance. The primary purpose of the present study is to measure the impact of job involvement in organization effectiveness in the industry. And it also suggests various measures to build job involvement and organizational effectiveness there possible. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Chi-square and Correlation are being used. Study shows that job involvement is influenced by job satisfaction and organizational commitment towards the organizational effectiveness.

INTRODUCTION

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.

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 are 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.

REVIEW OF LITERATURE

Kanungo (1982) contended that job involvement tended to be a function of how much the job can satisfy an employee's immediate needs. Furthermore, job involvement refers to an employee's psychological connection to his or her job. In addition, he found that individuals who demonstrated high work involvement also considered their jobs a significant part of who they are. Joiner and Bakalis (2006) suggested that job involvement describes how interested, enmeshed, and engrossed the worker is in the goals, culture, and tasks of a given organization. The construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization Khan, T *et.al* (2011). Mudrack and Murrell (2008) investigate the relationship between advice-giving, advice-receiving and

employee work attitudes to found the value of job involvement and they 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. They hypothesized that highly job involved employees will put forth substantial effort towards the achievement of organizational objectives and are less likely to turnover.

Blau and Meyer (1987) found an interaction between job involvement and organizational commitment to be significantly related to employee turnover regardless of gender, tenure, and marital status utilizing the ordinary least squares regression model. Blau and Meyer originally utilized employee categories to clarify the meaning of workers in relation to workplace behaviors including task related efforts and withdrawal 51 behaviors. Specifically, employee's who exhibited both high commitment and high job involvement as Institutional Stars, employees with high job involvement and low organizational commitment were identified as Lone Wolves, employees with low job involvement and high organizational commitment who were more likely to have a strong organizational identification, Corporate Citizens, and Apathetic represented employee's who possessed low job involvement and low affective commitment. Moreover, in the analysis of employee categories, Hafer and Martin (2006) argued apathetic employee's contributed the least to workplace goals and had the tendency to act indifferent to other employees and the organization on a whole. Hallberg and Schaufeli (2006) stated that work engagement of job involvement and organizational commitment were factors that referred to an employee's positive attachment to work, which also included a reciprocal efforts between an employee and the organization. Job involvement had primarily been identified as a variable influenced by "personal" intrinsic factors and attitudes. Participative (collaborative) work environments are workforces that encourage and support job involvement. Scott *et al.* (2003) argued that in order for a collaborative workforce to be achieved, employees must be willing to work beyond the call of duty and they must be committed to the organization.

SCOPE & SIGNIFICANCE OF THE STUDY

More involved persons are successful at work, because of their interest towards the goals and objectives of an organi-

zation. The employees of an organization believe that their personal and organizational goals are compatible, when they are more involved in the job. Job involvement is considered as the motivational factor in achieving the organizational effectiveness. It is the influencing force, which yields higher profit level for the organization. So, by understanding the employee's needs and by increasing their job involvement level, organization performance, commitment and value can be made effective. A highly involved and engaged employee will improve the effectiveness of the organization.

OBJECTIVES OF THE STUDY

- ✓ To find out the correlation between the job involvement and the job satisfaction
- ✓ To find out the correlation between the job involvement and organizational commitment
- ✓ To find out the association between job involvement and organizational effectiveness

RESEARCH METHODOLOGY

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design chosen for this study is descriptive and 100 samples were collected from the universe of 350 employees by using convenient sampling technique. Primary data is collected through structured questionnaire and secondary data from past studies and research journals and websites. Correlation and Chi-square tests are used for the analysis of the data.

RESULTS AND DISCUSSIONS

Table: 1
Relationship between the Job Involvement and The Job Satisfaction

		Job Involvement	Job Satisfaction
Job Involvement	Pearson Correlation	1	.970**
	Sig. (2-tailed)		.006
	N	5	5
Job Satisfaction	Pearson Correlation	.970**	1
	Sig. (2-tailed)	.006	
	N	5	5

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

Employees with high levels of job involvement identify with and care about their jobs, whereas, employees with high levels of affective commitment feel positively about their organization and wish to remain a member in it where they feel jobs satisfied. High job involvement leads to high job satisfaction. Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled. Job satisfaction and job involvement are correlated with one another (Hirschfeld & Field, 2000).

Table: 2
Relationship between the Job Involvement and Organizational Commitment

		Job Involvement	Organizational Commitment
Job Involvement	Pearson Correlation	1	.969**
	Sig. (2-tailed)		.007
	N	5	5
Organizational Commitment	Pearson Correlation	.969**	1
	Sig. (2-tailed)	.007	
	N	5	5

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

There is very high positive correlation between the job involvement and the organizational commitment. Organizational commitment is antecedent to many positive organizational outcomes (Meyer & Allen, 1997). Commitment positively correlates with financial performance (Goleman, 2000). Inculcating a climate that creates workplace commitment is salient to the management dictum. Commitment is organizationally relevant because commitment implies an individual attachment to an organization (Meyer & Allen, 1997) and the job involvement.

Table: 3
Association between Job Involvement and Organizational Effectiveness

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.000 ^a	16	.220
Likelihood Ratio	16.094	16	.446
Linear-by-Linear Association	2.398	1	.122
N of Valid Cases	5		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .20.

There is association between job involvement and organizational effectiveness by which job involvement becomes predictor of effectiveness of organization success (Andreadis, N. 2009). Most organizational effectiveness is linked to job involvement and organizational commitment where people do feel with the job. Kanungo (1982) contended that job involvement tended to be a function of how much the job can satisfy an employee's immediate needs. Furthermore, job involvement refers to an employee's psychological connection to his or her job. In addition, he found that individuals who demonstrated high work involvement also considered their jobs a significant part of who they are by which organizations deliver a better service, producing the organizational effectiveness.

MANAGERIAL IMPLICATIONS

The study shows that organizations need to take more care on the employee's skill enhancement by which employee in turn involve themselves more in what they do and excel in their performance. Job involvement is measured by the commitment and job satisfaction of the employees that produce them to be effective in the organization. This would make the organization to be more effective in its services that produces customer satisfaction and organization effectiveness.

CONCLUSION

This study sought to investigate the relationship between job satisfaction and organizational commitment, as predictors of job involvement. The results of the current study revealed that a very unique relationship between job satisfaction, organizational commitment and job involvement indeed exists. Organizational commitment has been identified as a leading factor impacting the level of success in many organizations (Meyer & Allen, 1997). This study examined the relationship between job satisfaction and job involvement, as predictors of organizational commitment among employees. In general, the job involvement has a great impact in accomplishing both individual and the organizational goals. If the employee perceives negative reactions from an organization they will show low involvement in their job. It will affect the process of accomplishing the organization's mission and vision. Thus, Job involvement of the employees will have great impact in the overall organizations effectiveness.

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