

Job Involvement Correlate Job Satisfaction - A Theoretical Perspective



Social Science

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ABSTRACT

The practitioners of Human Resource Management and Organizational Behaviour has been the means of Job Involvement as an effectual contrivance to improve the productivity knowingly that it does correlate with the concept of job satisfaction. The days are gone when employee centric issues were not considered as an issue at all. The principle of individualization is well realized by the management scientists. They have well analysed and understood the correlation between self concept and work performance and satisfaction. Highly involved employees performing well in the job are imperative for their self esteem and it is only these individuals who care for the work and their organization thereby reflecting on their satisfaction with the job they do. This general perception has been the outcome in many researches. Therefore, the authors would like to put forth their views on how involvement correlates with satisfaction.

OPENING LINES

India's industrial profile is undergoing frequent changes. Today's man managers replicate the growing alertness in the development of human resource. Since a large number of work forces spend their maximum time in office with their work they do try to seek all forms of satisfaction through work. Job satisfaction is such a concept that affects their performance, organizational relationship and the behaviour.

In this age of Internationalism there is hasty development in all aspects, so in the mental and physical process of human beings. During this process, some researchers have found out the contribution of mental factors towards the organizational development. Therefore, correlation between job involvement and job satisfaction has always remained a problematic issue. Hence, a better care should be given in this particular area to have a mentally strong work force.

The managers of today are placed in such a sensitive position where they tend to forget their own family members while at office. Hence, it becomes a basic necessity for the managers to know the background of job satisfaction of his work force. This knowledge of the background shall certainly help the managers to create conditions which would be contributing to involved and satisfied workers. Many researchers had been conducted to identify the determinants of job satisfaction and its impact on the organization as a whole. But, here the authors have made an attempt to explore on how job involvement correlate with job satisfaction.

Job involvement refers to how people perceive their jobs in relation to (i) the working environment, (ii) the job itself, and (iii) how their work and life are integrated (Hirschfeld and Field, 2000). Having low involvement contributes to employees' feelings of alienation of purpose, alienation in the organisation or feeling of separation between what the employees see as their "life" and the job they do. Job involvement can also be defined as the extent to which an individual is personally involved with his or her work role.

Job involvement is seen as a means of aiding productivity and creating a work situation where there would be better coordination between individuals and effective marching towards the organizational goals. The authors would like to reiterate that one of the best ways to improve productivity is to provide employees with jobs that are more challenging and demanding. Many researchers have also found that such involvement do increase the level of job satisfaction as well as productivity. So, can there be an idiotic manager would not wish to kill two birds with one stone?

LITERATURE - TO SUPPORT THE FACTORS INFLUENCING INVOLVEMENT WHICH COULD LEAD TO JOB SATISFACTION.

Singh and Pestonjee (1990) explored the effect of job involvement and sense of participation on job satisfaction of bank employees. Study revealed that job involvement and participation where positively to job satisfaction.

Gandhi (1992) assessed the impact of job enrichment characteristics on identification and involvement among junior and middle level managers of textile mills. Result showed that job characteristics and task identify were significant predictors of organizational involvement. Furthermore autonomy and skill variety were significant predictor of total organization identification. Task identify was the most significant predictor of organizational involvement.

Chhokar (1995) assessed the role and organizational correlates of job satisfaction, job involvement, organizational commitment and psychological strain among bank employees. Role ambiguity and role conflict were low, Role overload, participation in decision making hierarchy of authority and the subject of organizational values representing consideration of employees were moderate, and formalization and the subset of organizational values representing contribution to the organization were fairly low. Job satisfaction, job involvement and organizational commitment were higher. The subset organizational values representing consideration for employees was the only variable that consistently predicted all four criterion variables they contributed to increased job.

Aminabhavi (1996) found in his study that the professionals with high job involvement have significantly higher quality of life in comparison to the low job involvement.

Dauftuar and Anjali (1997) explored the influence of occupational stress, organizational commitment and job involvement and personality of lower and middle level managers working in electrical manufacturing company in western India. Result revealed significant positive correlation between job involvement and several areas of occupational stress, organizational commitment and personality types.

Nair (1997) examined the relationship of the of job involvement as a personal outcome variable in the job characteristics model of Hackman and Wageman. The sample of the study was consisted of non-supervisory level of employees engaged in technical and administrative work. It was hypothesized that job involvement should be positively and significantly correlated with the relevant job dimensions the results yielded that predicted relationship indicating that the job involvement may be considered of personal outcome variable.

Venakatachalam et al. (1998) carried out study banks, schools and government offices subordinates. The study was aimed to find out the effect of job level, organizational identity on job in-

volvement and job satisfaction. The results showed that supervisors were more job involved and more satisfied from their job in comparison to their subordinates. Results also revealed that the employees working in banks were more job involved show greater level of job satisfaction than those working in schools and government officers. They also reported that the significant effect of job level on job involvement and job satisfaction and the organizational identity significantly influenced job satisfaction but not the job involvement.

Yadav et al (1999) studied job involvement and family involvement as determinants of job satisfaction and marital satisfaction. The result showed that psychological identification with the job involvement and family involvement found positively correlated.

Srivastava (2001) Conducted a study to examine job involvement and mental health among 60 executive and 15 Supervisor with work experience ranging from 8 to 30 years result revealed that executives felt more involved in the job than the supervisor. There was a significant association between job involvement and mental health.

Mishra and Wagh (2004) conducted a study and public and private sector executive on job involvement dimension. Two groups of executives differ significant on mean score. Further they pointed out that reward. Work culture & environment, Challenging job delegation of authority & responsibility were found to be potential factors for job involvement.

HOW JOB INVOLVEMENT CORRELATE JOB SATISFACTION?

Exploring simple correlation between involvement and satisfaction had given weak relationship in many of the earlier studies. But further research has proved it wrong.

Employees who involve in job work are an important part of his life to the extent that performance affects his self esteem. As a result of this, the impact is on his satisfaction derived from the work done.

Job involvement becomes a spirit of self image which is the hub of his identity which naturally is a source of one's satisfaction.

Job involvement portrays the worth of a person. His internal values undergo a drastic change during the process of organizational socialization. It is thus an orientation to work and he is able to create an acceptable ethics in the organization thereby his characteristics undergoes positive changes. Naturally, these are the ingredients of job satisfaction.

Since organizational behaviour has become a part and parcel of today's management, Job involvement trains an individual to control his own self in a much better manner. A self controlled worker has to be contented with his job.

An involved employee to a greater extent shall be able to moderate the variables that are likely to come on his way to satisfaction as a fence.

A supportive work group could help clarify job roles, provide support when there are conflicting demands between the job and family, and give a person more a sense of control over their work. Moreover, we reason that if employees perceive that co-workers with whom they have regular interaction care about them and see them as valuable contributing members of the group, this will then contribute to them having positive experiences at work. Hence, such a scenario does impact job involvement and job satisfaction.

CONCLUDING REMARKS

The main aim of the authors is to draw the attention of the managers who view job involvement and job satisfaction in isolation. If it is so, they are bound to see limited success. The authors have tried to explain that job involvement correlate job satisfaction leading to positive attitude and behaviour which are important ingredients of growth of an organization.

The paper therefore recommends that managers must do all in their power to promote job satisfaction and job involvement in their companies, but especially job satisfaction. The authors have tried to reaffirm job involvement as a potentially important determinant of individual performance and satisfaction in his job. Although there are mixed results of studies examining the relationship between job involvement and job satisfaction have by and large produced disappointing results, the authors would like to bet on a very strong notion that highly involved employees tend to have high job satisfaction.

Job satisfaction may seem to be an intuitive concept that is easily understood, but the diversity of recent research on job satisfaction, also indicated in the national contributions. Although some may argue that this article may highlight the topical interest, it also calls for further and more in-depth research into this topic. A common framework involving both job satisfaction conceptual approaches and measurement methodologies would be a step forward in improving working conditions surveys.

The practitioners and human resource managers can get insight from this that organizational commitment can also be increased through keeping the employees involved in their jobs. It will not only increase the organizational commitment but indirectly or directly it will affect several other outcomes associated with job satisfaction. Human resource managers and organizational development practitioners should focus on the culture, design and environmental factors which foster the job involvement of the employees. Future research should look at the different mediators and moderator involved in job involvement and outcomes relationship. Job involvement study is recommended with other outcomes such as creativity, burnout, turnover intention, psychological contract breach and cynicism.

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