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Assessing the factors that affect Job Involvement among Blue Collar Employees

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Abstract

Job Involvement varies from person to person in accord to their occupational level. Job Involvement is the degree to which a person of identified psychologically with his work as importance of work in his total self-image. In recent years it has been found that Job Involvement has become a necessity it on individual is to accept fully the organizational demand that placed upon him by his member ship in an organization. The purpose of the study is to analyze the level of job involvement of the blue-collar employees and to find out the association between the factors such as job Interest, job importance, on the job Involvement, off the job involvement with job involvement. Descriptive research design has been adopted in this study. Judgment Sampling has been adopted with 300 Blue collar employees were selected. The study is undertaken in Chennai which is a capital city of Tamil Nadu, India. Various statistical tools were used for analysis the data collected. The result shows that there is no significant difference among various – job status of the respondents with regard to the various dimensions of job involvement namely, job importance, job interest, on the job involvement, off the job involvement and overall. It is suggested that there should be more effective communication system should be evolved between the employees and the management. The management can also crate good working conditions towards the satisfaction of the workers induce the importance of the job the workers perform. The management shall motivate the workers towards the importance of their work through various programs.

Key words: Job Involvement, Job Interest, Job Importance, Job Commitment, Job Satisfaction

Introduction

Understanding, predicting, and improving employee behaviors are major aspects of a manager's job. Managers often try to influence work-related attitudes in order to create behavioral changes, relying on moderating variables such as the importance of the attitude, its specificity, its accessibility, whether social pressures exist between attitudes, and whether employees have direct experience with the attitude to impact what employees behaviorally do. This attitude-behavior relationship asserts that attitudes significantly predict future behavior by taking the previously mentioned moderating variables into account (Ajzen, 2001). To actually implement their decisions to influence employee attitudes, managers often enact various organizational and personal influence tactics. Most, if not all of these decisions are made under uncertainty and the effectiveness of some of these decisions remains questionable even after implementation. An alternative to the previously-mentioned active engagement process is the use of sensitivity analysis in which the user is allowed to play "what if," simulated games with a model to better understand the model's relationships and inherent tradeoffs (Liberatore & Nydick, 2003; Walker & Fox-Rushby, 2001; Wallace, 2000).

Job involvement and affective commitment have each received attention as work-related attitudes and subsequent predictors of work-related outcomes such as intentions to leave an organization (Freund, 2005), professional commitment and ethical behavior (Leong, Huang, & Hsu, 2003), psychological ownership for the organization and performance (Van Dyne & Pierce, 2004), lower role conflict and role ambiguity (Clinebell & Shadwick, 2005), and an employee's readiness for change (Madsen, Miller, & John, 2005). Job Involvement varies from person to person in accord to their occupational level. Employees who belong to high levels have more opportunities to be involved with their jobs. Job Involvement is the degree to which a person of identified psychologically with his work as importance of work in his total self-image. The person who is involved in job is highly motivated and feels a sense of pride in his work. In recent years it has been found that Job Involvement has become a necessity it on individual is to accept fully the organizational demand that placed upon him by his membership in an organization. Patchen (1970); considered job involvement as a convenient table summarizing several characteristics that make the job more important and potential more satisfying to the individual. The more of job-

involvement in closely related to motivation. Involvement can result from the fulfillment of motivation and the new sources at involvement can generate other motivation to work is human state where competence and will to fuse together.

Literature Review

Ćulibrk, Delić, Mitrović, and Ćulibrk, (2018) conducted an empirical study aimed at identifying and quantifying the relationship between work characteristics, organizational commitment, job satisfaction, job involvement and organizational policies and procedures in the transition economy of Serbia, South Eastern Europe. The study, which included 566 persons, employed by 8 companies, revealed that existing models of work motivation need to be adapted to fit the empirical data, resulting in a revised research model elaborated in the paper. In the proposed model, job involvement partially mediates the effect of job satisfaction on organizational commitment. Job satisfaction in Serbia is affected by work characteristics but, contrary to many studies conducted in developed economies, organizational policies and procedures do not seem significantly affect employee satisfaction.

Zopiatis, Constanti, and Theocharous, (2014) studied the attitudes at work seeks to enhance organizational knowledge and capabilities in developing an 'ideal' working environment that delivers exceptional customer service. The current study investigates the causal relationships of job involvement, organizational commitment (normative and affective), and job satisfaction (intrinsic and extrinsic), with the intention of hospitality employees in Cyprus to either remain at or leave their job. Utilizing structural equation modeling, positive associations were found between job involvement, affective and normative commitment, and intrinsic job satisfaction. Positive associations between affective and normative organizational commitment, and intrinsic and extrinsic job satisfaction were also found. In addition, negative associations between affective organizational commitment, extrinsic job satisfaction and turnover intention were revealed. However, a negative association between intrinsic job satisfaction and turnover intention was not supported. The implications of these results for future research are also discussed.

Griffin, Hogan, Lambert, Tucker-Gail, and Baker, (2010) in their study discussed about an era in which rising costs, shrinking budgets, and personnel shortages are common, it is increasingly important to provide a positive work situation to ensure worker stability. Research indicates that job burnout is a negative response that is harmful to the employee and to the organization. Depersonalization, emotional exhaustion, and feeling a lack of accomplishment at work are all dimensions of job burnout. This study examined the association of job involvement, job stress, job satisfaction, and organizational commitment with burnout among correctional staff. The findings highlight the significance of these variables in relation to burnout. Specifically, job satisfaction had an inverse relationship with emotional exhaustion, depersonalization, and a sense of reduced accomplishment at work, whereas job stress had a significant positive relationship with depersonalization and emotional exhaustion. Job involvement also had a positive association with emotional exhaustion, whereas commitment to the organization had no relationship with any of the three dimensions of burnout.

Chughtai, (2008) in his study examines the impact of job involvement on the self-report measures of in role job performance and organizational citizenship behaviour. The results of this study revealed that job involvement was positively correlated with both in-role job performance. In addition to this it was found that organizational commitment partially mediated the job involvement performance relationship. Further more the findings of this research uncovered that job involvement exerted a stronger impact on OCB than on in-role performance. Finally, the practical implications of this research for organizations are discussed.

Hallberg and Schaufeli, (2006) in their study investigate whether work engagement (measured by the Utrecht Work Engagement Scale; UWES) could be empirically separated from job involvement and organizational commitment. In addition, psychometric properties of the Swedish UWES were investigated. Discriminant validity of the UWES was tested through inspection of latent intercorrelations between the constructs, confirmatory factor analyses, and patterns of correlations with other constructs (health complaints, job and personal factors, and turnover intention) in a sample of Information Communication Technology consultants ($N = 186$). *Conclusion:* Work engagement, job involvement, and organizational commitment are

empirically distinct constructs and, thus, reflect different aspects of work attachment. The internal consistency of the Swedish UWES was satisfactory, but the dimensionality was somewhat unclear.

Diefendorff, Brown, Kamin, and Lord, (2002) in their investigation proposed that the null findings reported in this meta-analysis stem from the choice of performance criteria and the use of job involvement measures that are confounded with work centrality in the primary studies included in the meta-analysis. The current study found that job involvement, when assessed with a recently published measure, is a significant predictor of supervisor ratings of organizational citizenship behaviors (OCB) and in-role performance, controlling for work centrality and other individual difference variables. Consistent with recent findings, there is evidence that sex moderates some of the job involvement and OCB relationships, with females having a stronger, positive relationship between these constructs than males.

Rotenberry and Moberg (2007) in their study state that the relationship between the attitude of job involvement and performance has received limited support. In 2002, Diefendorff et al. proposed that previous attempts to confirm this relationship were flawed, and subsequently found support for job involvement's criterion-related validity. The present study seeks to provide another test of job involvement's association with performance. The finding was Employees' self-reported job involvement significantly predicted certain supervisor performance ratings above and beyond work centrality.

Babu Reddy's (1990) study, no positive association was found between high job-involvement and positive attitude towards the management high-job-involvement and positive attitude towards the management personnel and the socio demographic variables viz, age, education, marital status number of dependents, salary and year of experience has not affected the job involvement of low medium and high scores.

Mishra (1996) studied role overload as a moderator of the relationship between job involvement and job satisfaction. In case first level supervisors working in diesel locomotive works the results indicate that role, overload does not have a moderating effect on the relationship between job involvement and job satisfaction.

Tesluck, Vances and Mathieu (1999) studied a system based guided examination of employee involvement, in the context when the participative climate is present. The author proposed a theatrical multicross level model to examine the relationship between participative climates as they exist at the top and the middle organizational level and employee attitudes and behavior. Survey data from an organization consisting of 11 relatively autonomous district further divided into 88 units were used to examine the relationship of organizational employee involvement, participative climates and individual work related affected as an involvement in employee involvement process.

Job involvement has been widely studied by industrial psychologists with special reference to employee's job satisfaction participation and performance. Job involvement indicates a person's psychological identification with one's job and work. The technique is to define that it is a process through which permanent communication and involvement mechanism is developed between each worker and management and through which an informal system is developed for the spontaneous involvement of each worker in the affairs of the enter praise.

Objectives of the Study

1. To study the Socio-demographic characters of the respondents.
2. To study the level of job involvement of the blue-collar employees.
3. To find out the association between the factors such as job Interest, job importance, on the job Involvement, off the job involvement with job involvement.
4. To suggest suitable measures to enhance the level of involvement of the blue-collar employees.

Materials & Methodology

Descriptive research design has been adopted in this study. The purpose of choosing descriptive design is typically concerned with determining frequency with which something or how two variables vary together. This study is typically guided by an initial hypothesis. For this research study, the primary data was collected through questionnaire and personal comments from the respondents. For this research study, the secondary data were collected from business journals,

Internet, magazines, and news articles. The secondary data helped to structure the review of literature.

The study focuses on job involvement experienced by Blue Collar Employees. Judgment Sampling has been adopted in this study. The purpose of choosing judgment sampling is to exercise judgment or expertise, in choosing the elements to be included in sample because researchers believed that they are representative of the population of interest. 300 Blue collar employees were selected for the study. The study is undertaken in Chennai which is a capital city of Tamil Nadu. Questionnaires were used for collecting the primary data.

The questionnaire consisted of the various dimensions such as Job Interest, Job Importance, On the job Involvement and Off the job involvement. In this study, various tools were used for analysis the data collected. They are Chi-square test, t test, Variance (One way) Analysis, Karl Pearson's co-efficient of correlation.

Results & Discussions

The F value for job interest, job importance on the job involvement, off the job involvement and overall are 2.062, 0.611, 0.973, 1.177, 0.748 respectively and the P value is greater than 0.05 so there is no significant difference among various – job status of the respondents with regard to the various dimensions of job involvement namely, job importance, job interest, on the job involvement, off the job involvement and overall.

The F value for job interest, job importance, on the job involvement and overall are 0.939, 0.164, 0.188 and 0.236 respectively and the P value is greater than 0.05 so there is no difference among various educational qualification with regard to various dimensions of job involvement namely job interest, job importance, on the job involvement and overall. However, the F value for Off the job involvement is 4.346 and the P value is lesser than 0.05 so there is a significant difference among the educational qualification of the respondents with regard to job involvement in the dimensions of off the job involvement.

The correlation value for job interest, job importance, on the job involvement and overall 0.061, 0.161, 0.136, 0.077 respectively and the P value is greater than 0.05 so there is no significant relationship between age of the respondents and job involvement in the dimensions of job interest, job importance, on the job involvement and overall job involvement. However, the correlation value for Off the job involvement is -0.234 and the P value is lesser than 0.05 so there is a significant difference among the age of the respondents with regard to job involvement in the dimensions of off the job involvement.

53.3% of the blue-collar employees have high level of job involvement in the dimension of job interest. 50% of the blue-collar employees have high level of job involvement in the dimension of job important. 53.3% of the blue-collar employees have high level of job involvement in the dimension of on the job involvement. 50% of the blue-collar employees have high level of job involvement in the dimension of off the job involvement and 50% of the blue-collar employees have high level of overall job involvement.

Suggestions and Recommendations

Effective communication system should be evolved between the employees and the management, so that there is two-way exchanges of views and the employee may drive a sense of belongingness towards the organization. There shall be effective apparatus set up by the management so that the workers can participate in the management's decision-making process. The management can also create good working conditions towards the satisfaction of the workers induce the importance of the job the workers perform. The management shall motivate the workers towards the importance of their work through various programmes. The KAIZEN technique would be a live example which gives importance to trivial things so that improvement at large could be arrived at.

Conclusion

What this all suggests to managers is that affective commitment has greater leverage on employees' attitudes than does job involvement when it comes to impacting Apathetic employee mobility. Therefore, by focusing on strengthening affective commitment rather than job involvement, managers would produce the most beneficial changes in attitude and accompanying

employee's behavior. However, negatively impacting an employee's affective commitment would produce dramatic changes in attitudes and subsequent behaviors as more employees would become apathetic.

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