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A STUDY ON RELATIONSHIP BETWEEN JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT AMONG CENTRAL GOVERNMENT EMPLOYEES

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Abstract

The study is to determine the relationship between job involvement and organizational commitment among central government employees including both men and women by using convenient sampling technique. Job Involvement Scale (JIS) and Organizational commitment Questionnaire (OCQ) were used to assess the job involvement and organizational commitment among the workers in the study. The study is concluded that, in accordance to Pearson's co-efficient correlation, there is a significant positive relationship between job involvement and organizational commitment and also independent t-test shows that there is no significant gender difference in job involvement and organizational commitment among central government employees.

Keywords: Job Involvement, Organizational Commitment, Central Government Employees.

Introduction

A psychological condition of identification with one's employment, or the degree to which one's job is vital to one's identity, is known as job involvement. It has long been seen to be the key to unlocking staff morale and boosting corporate progress. On a personal level, job engagement is vital for motivation, success, personal development, and job happiness. Job involvement, according to Khan et al., (2011), is the degree to which one is intellectually absorbed and involved in one's job to the point that it becomes important to one's identity. Research conducted a study of male and female primary school teachers' job stress, involvement, and satisfaction. Workplace stress is high among public school teachers, according to the research, and it is significantly linked to job involvement. Job satisfaction and job involvement were found to be highly correlated (Bhatt, 1997). A study investigated the effects of age, gender, and the Type-A personality trait on work stress and job involvement among bank employees. The study found that age and Type A personality, not gender, had a significant impact on bank workers' workplace involvement (Jaswant & Naveen, 1997).

Organizational commitment is characterized as a psychological perspective on a member's attachment to the organization for which he or she works. Organizational loyalty is critical in deciding whether an employee can remain with the company for a longer period and work tirelessly to achieve the company's goals. The concept of organisational commitment, according to Meyer & Allen., 1991, is "a psychological condition that (a) characterises the employee's relationship with the organisation, and (b) has repercussions for the decision to continue or quit employment with the organization.". A study investigated the impact of organizational learning culture and quality of leader-member exchange (LMX) on organizational commitment and, ultimately, employee turnover intention. The findings reveal that perceived organizational learning culture and Leader-Member interaction efficiency influenced organizational commitment, which in turn influenced employee turnover intention negatively (Beak-kyoo Joo, 2010). A study conducted research on the gender-organizational commitment link. These data disputed the conclusion that there are gender disparities in organisational commitment (Aven, Parker & McEvoy, 1993).

The field of industrial psychology is the focus of this study. Job Involvement and Organizational Commitment are critical considerations in this present study. Employees in the government sector work more than 14 hours a day, and most of them work overtime with no rest time, which may or may not lead to less job involvement, and thus less organisational commitment to the purpose. As a result, the focus of this research is on job involvement and organisational commitment among central government employees in the south Indian region, which has not been addressed in previous research. The influence of occupational stress, organisational commitment, job involvement, and personality on lower and middle level managers working in electrical manufacturing enterprises in western India was studied. The results revealed a strong link between job participation and several characteristics, including occupational strain, organisational commitment, and personality styles (Daftuar & Anjali, 1997). A study investigated the impact of job involvement and organisational commitment on turnover and absenteeism. The distinction between scientist and engineer was not found to be a moderator of the organisational commitment – work performance relationship, and there was no moderate impact on the performance measure for an interaction team of job involvement – organisational commitment, according to the findings of this study (Keller, 1997) A research investigated the factors that influence organisational commitment among lecturers at Malaysian higher education institutions. Increasing job involvement, perceived organisational commitment, and job satisfaction, according to the research, is an effective strategy of attracting highly dedicated human resources (Salim, Kamarudin, & Kadir, 2000).



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Methodology

Aim

To examine the relationship between job involvement and organizational commitment among central government employees.

Objectives

- To determine the level of job involvement among central government employees,
- To determine the organizational commitment among central government employees,
- To find out the relationship between job involvement and organizational commitment among central government employees,
- To find out the difference in job involvement and organizational commitment among central government employees based on gender.

Hypotheses

- There is no significant relationship between job involvement and organizational commitment among central government employees.
- There is no significant gender difference in the level of job involvement and organizational commitment among central government employees.

Sample

Hundred samples(N=100) were taken in this study which includes both male (M=50) and female (F=50) gender category by using convenient sampling technique. This study can include samples from central government employees as well as male and female participants of both genders. This study's exclusion criteria were that samples with any psychological or medical issues were not allowed to participate.

Tools

Job involvement scale (JIS)

The scale was developed by Upinder Dhar, Santosh Dhar and D.K. Srivastava in the year of 2001. It is a self-report measure inventory which is used to measure the job involvement among employees. It consists of 10 statements with a five-point Likert type scale and the scale consists of two factors that is job identification and job centrality with a demanded option from strongly agree to strongly disagree. The face validity and reliability of the scale is 0.83 and 0.71.

Organizational commitment questionnaire (OCQ)

The scale was developed by Mowday, Steers and Porter in the year of 1979. It is a self-report measure inventory which is used to measure the organizational commitment among employees. It consists of 15 statements with a seven-point Likert type scale and the scale consists of three factors that is willingness to exert effort, desire to maintain membership in the organization and acceptance of organizational values with a demanded option of strongly disagree, moderately disagree, slightly disagree neither disagree nor agree, slightly agree, moderately agree and strongly agree. The convergence validity and reliability of the scale is 0.70 and 0.90.

Procedure

The informed consent and socio demographic details was collected from the participants. Followed by this form the participants were asked to fill the self-report questionnaire of Job Involvement Scale and Organizational Commitment Questionnaire. Finally, this study included 100 people who thoroughly completed the questionnaire.

Statistical analysis

Pearson's correlation coefficient was used to find the relationship between the variables and independent t-test were used to analyze the gender difference between male and female of central government employees.



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Discussion and results

Table 1

Shows the frequencies and percentages of demographic variables in this study

Variables	Category	Frequency	Percentage
Age	25-30	37	37.0
	31-40	42	42.0
	41-50	18	18.0
	51-55	3	3.0
Gender	Male	50	50.0
	Female	50	50.0
Education	Undergraduate	63	63.0
	Postgraduate	27	27.0
Years of experience	1 to 10	73	73.0
	11 to 20	11	11.0
	21 to 30	16	16.0

The demographic data of frequency and percentage of those who participated in this study are shown in table 1. In age demographic variable, the category of 25 to 30 years old participants has 37 in frequency that comprises 37.0%, 31 to 40 years old participants have 42 in frequency that comprises 42.0%, 41 to 50 years old participants have 18 in frequency that comprises 18.0%, 51 to 55 years old participants has 3 in frequency that comprises 3.0%. In gender demographic variable, male participants having the frequency of 50 with a percentage of 50%. Female participants having the frequency of 50 with a percentage of 50%. In educational level demographic variable, it is characterized into two categories, participants with undergraduate level having the frequency of 70 with a percentage of 70%. Participants with postgraduate level having the frequency of 30 with percentage of 30%. In years of experience demographic variable, the category of 1 to 10 years old participants has 73 in frequency that comprises 73.0%, 11 to 20 years old participants have 11 in frequency that comprises 11.0%, 21 to 30 years old participants have 16 in frequency that comprises 16.0%.

Table 2

Shows the frequencies and percentages of study variables

Study Variables	Categories	Frequency	Percentage
Job Involvement Scale	Low	9	9.0
	Moderate	17	17.0
	High	74	74.0
Organizational commitment	Low	0	0
	Moderate	84	84.0
	High	16	16.0

The frequency and percentage of study factors such as job involvement and organizational commitment among central government employees are shown in table 2. In job involvement study variable, The categories are divided into three with low level having a frequency of 9 that comprised 9.0%, moderate level having a frequency of 17 that comprised 17.0%, high level having a frequency of 74 that comprised 74.0%. In organizational commitment study variable, The categories are divided into three with low level having a frequency of 0 that comprised 0%, moderate level having a frequency of 84 that comprised 84.0%, high level having a frequency of 16 that comprised 16.0%.

Table 3

Shows the Pearson's correlational analysis

Study variable	Job involvement	Sig (2-tailed)	Number of participants
Organizational commitment	.265**	0.008	100

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



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Table 3 has the results for correlation between job involvement and organizational commitment among centra government employees. The Pearson correlation value indicates very low positive correlation. Hence, the p-value (0.008) is lesser than 0.05, there is a significant very low positive correlation between job involvement and organizational commitment among central government employees. This signifies that when the level of job involvement rises, so does the level of organisational commitment, and vice versa.

Table 4

Shows the t-test results of gender difference in job involvement among central government employees.

Table with 6 columns: Study variable, Categories, Mean, SD, t-test value, Significance (2-tailed). Rows for Job involvement (Female, Male).

*p > 0.05

Table 4 has the results for gender difference in job involvement among central government employees. The results show that there is no significant difference between females and males in job involvement among central government employees.

Table 5

Shows the t-test results of gender difference in organizational commitment among central government employees.

Table with 6 columns: Study variable, Categories, Mean, SD, t-test value, Significance (2-tailed). Rows for Organizational commitment (Female, Male).

*p > 0.05

Table 5 has the results for gender difference in organizational commitment among central government employees. The results show that there is no significant difference between females and males in organizational commitment among central government employees.

Conclusion

There is a relationship between job involvement and organizational commitment. It denotes that, job involvement affects organizational commitment. Among the participated central government employees, there was no significant difference in the level of job involvement and organizational commitment between male and female.

References

List of references including: Aven, Parker, B., & McEvoy, G. M. (1993). Gender and attitudinal commitment to organizations: A meta-analysis. Journal of Business Research, 26(1), 63-73.