

Impact Of Job Involvement On Organizational Effectiveness: A Study Among Faculty Members

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INTRODUCTION

Job Involvement (JI) is the degree to which an employee identifies with his job, actively participates in it, and considers his job performance important to his self-worth. It may be influenced by the level of satisfaction of one's needs, be they intrinsic or extrinsic (R. D. Pathak (1983)). There is a great deal of confusion regarding the concept of JI, Mckelvey and Sekaran (1977) have aptly defined it as *"the merging of a person's ego identity with his or her job."* It, thus, concerns the degree to which employees take their identity from their job. This definition follows that of Gurin, Veroff, and Feld (1960), who spoke of the extent to which individuals seek some expression and actualization of the self in their work, and that of Lodahl and Kejner (1965), who defined JI in terms of the degree to which people are identified psychologically with their work and the importance of work in the individual's self-image. Rabinowitz and Hall (1977) also concluded from their evaluation of research on JI that the data are more consistent with this *"psychological identification with work"* definition of JI than with the other definitions (performance self esteem contingency) provided by Lodahl and Kejner (1965). This concept of JI has also been the mainspring energizing the symbiotic relationship between JI, performance, and the quality of working life, because individuals who have their ego development tied into the jobs have a higher stake in performing well and there is often a strong desire to satisfy the need for ego identity and development in their jobs (Rabinowitz and Hall (1977)). The concept of job-involvement has received much empirical and theoretical attention. Many different terms have been used to describe job-involvement such as central life interest to work, role involvement, ego involvement, job-satisfaction, and finally, job involvement.

In India, researches concerning job involvement started much later and were less rapid in comparison to the west. Some researchers in India have attempted to explore the influence of job-involvement on other variables like demographic variables (Anantharaman, 1980; Sharma and Sharma, 1978), different occupational groups (Anantharaman and Deviassenapathy, 1980; Anantharaman and Begum, 1982; and Singh, 1988), role conflict and role ambiguity (Madhu and Harigopal, 1980; Harigopal and Kumar, 1979; Singh, 1981; Srivastava and Sinha, 1983; Singh and Mishra, 1983), perceived importance of satisfaction of employee needs (Kanungo, Mishra and Dayal, 1975; Gupta, 1993; Mishra and Gupta, 1994), union involvement (Pestonjee, Singh and Singh, 1981a; Singh and Srivastava, 1984), job anxiety (Mishra, 1999).

Organizational Effectiveness (OE), also called as organizational success or growth, is defined and conceptualized in different ways, and no unanimity is found in different approaches. Though a large volume of literature is available on the concept and working of organizational effectiveness, there is often contradiction in the approaches. Thus, various terms are often used interchangeably, such as efficiency, productivity, profitability, organizational growth to denote organizational effectiveness. This inconsistency mainly arises because of discrepant conception of organizational effectiveness (L.M. Prasad 2008).

An organization is said to be effective if it is able to achieve its goals within the constraints of limited resources as none of the resources provided by the organizational environment are unlimited- *"Organizational effectiveness is the extent to which an organization achieves its goals with the given resources and means"*.

Organizational effectiveness is more comprehensive than is reflected by mere good performance, and productivity of members or the financial success of the organization. Organizational effectiveness reflects how effectively an organization can discharge its obligations with respect to all of its constituents in its internal and external environment

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i.e. shareholders, employees, customers, suppliers, government agencies and the general public (S.K. Gupta & Joshi 2008). Bernard Burnes, (1998) suggests that current advice on how to achieve, maintain or improve organizational effectiveness is flawed in certain respects: there is a lack of clarity as to what organizational “*effectiveness*” is; there is a tendency to assume that all organizations operate in the same unpredictable and dynamic environment; it is assumed that the proffered panaceas suit all organizations irrespective of size, purpose, mode of ownership or industry; and though some management gurus acknowledge that there may be some drawbacks to their prescriptions, they tend to see this as an unavoidable consequence of pursuing effectiveness. Conversely, this article argues that as there is no universal definition of organizational effectiveness, there can be no universal recipe for achieving it; organizations operating under the same conditions may adopt different approaches and still be successful. Organizations have a wide degree of choice in the priorities they set and the approaches they use to achieve these. Just as the fate of individual organizations cannot be divorced from the host society in which they operate, the reverse is also true.

LITERATURE REVIEW

✿ **R. D. Pathak (1983)**, investigated the stipulated relationship between JI and need satisfaction, but did not find any strong relationship. The important finding that emerged was that the bank officers, regardless of their job involvement, wanted more “*decision making authority*”, “*opportunity for personal growth and development*”, and “*recognition for good work done*”. One factor of importance for job involvement appeared to be satisfaction vis-a-vis “*recognition for good work done*.”

✿ **Chughtai, Aamir Ali (2008)**, examined 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 and Organizational citizenship behavior. In addition to this, it was found that organizational commitment partially mediated the job involvement-performance relationship. Furthermore, the findings of this research uncovered that job involvement exerted a stronger impact on Organizational citizenship behavior than on in-role performance.

✿ An attempt was made by **P.C. Mishra and Minum Shyam (2005)** to find out the relationship of social support and job involvement in prison officers. The result shows that social support (overall) and its dimensions, namely, appraisal support, tangible support and belonging support have a significant positive relationship with job involvement. The study suggests that overall social support is a significant predictor of job involvement in prison officers. The other predictors are belonging support, appraisal support and tangible support.

✿ **Ishwara P., P. Laxman (2007)** evaluate the perceived level of job involvement among the university teachers working at the postgraduate departments in Karnataka State. Analysis of the data indicated that around 60% of the university teachers perceived and were reported to have been moderately involved in the job. There is no significant difference in the levels of job involvement among the university teachers, irrespective of their cadre. All the teachers are perceived to have more or less the same level of job involvement.

✿ **Abraham Carmeli (2005)** proposes and tests a model that attempts to explain the role of situational and personal-related factors relating to why top executives become involved in their jobs. The results indicate that both situational and personal-related factors predict job involvement. The findings show that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

✿ **Bernard Redshaw (2000)** explained in his study that trainers are often pressed to explain to potential clients the anticipated gains the organization can expect from a training event. This task is made all the more difficult as organizations often demand that the explanation be given in financial terms with measurable quantifiers. The study considers measures commonly used for organizational effectiveness and suggests a way of combining them to form the basis of a framework that can be agreed with the client before the event takes place. This framework should also fit into the organization's existing performance evaluation system.

✿ **Gedaliahu H. Harel, Shay S. Tzafrir and Yehuda Baruch (2003)** reviewed the literature of three streams of management studies - Human Resource Management (HRM), women in management and organizational effectiveness - a model was developed, bringing these perspectives together into a single comprehensive framework. The model suggests positive associations between HRM practices, fairness in promotion and organizational

effectiveness. The findings indicate a significant and positive association between high-quality HRM and fairness in the promotion of women in organizations. Fairness in the promotion of women into managerial ranks was also found to be associated with higher organizational effectiveness.

✿ **Sue Jackson (1998)** analyzed the two phases involving the distribution of a comprehensive questionnaire to identify the “*whats*” of organizational effectiveness, and a benchmarking exercise aimed at identifying the “*hows*”. In the main, the better performing trusts were found to be subscribing to the concepts of “*keeping it simple*”, innovation and attainment of highly efficient processes. A number of examples of better/best practices were observed, which included visible leadership, a commitment towards stakeholder involvement and the practice of teamworking. Given the complexity of the study area, the findings were deemed valuable to managers practicing within all areas of healthcare.

✿ **Andrea Rangone (1997)** proposed the integration between management accounting and strategy. More precisely, the objective of his study was to propose a fuzzy linguistic framework to link a company's organizational effectiveness, in terms of successful strategic goal accomplishments, key success factors and performance measures. Such a framework can support managers in their planning and control functions.

OBJECTIVES

The objectives of this study are:

- ✿ To identify the factors of job involvement.
- ✿ To identify the factors of organizational effectiveness.
- ✿ To find out the relationship between job involvement and organizational effectiveness.
- ✿ To open new vistas of research.

RESEARCH METHODOLOGY

✿ **The Study:** The study was empirical in nature and was carried out to find the impact of Job involvement on organizational effectiveness.

✿ **Tools For Data Collection:** A standardized questionnaire on Job involvement, developed by Santosh Dhar, Upinder Dhar, D K Shrivastava, (2001) and self designed questionnaire on Organizational effectiveness was used for this study. The sampling frame for this study was faculty members of Technical Institutes / Colleges. Convenience sampling techniques was used for collecting the data. The sampling element were individual respondents. The respondents were asked to mark their responses on a 5 point Likert scale, where 1 stands for Strongly Disagree and 5 stands for Strongly Agree.

✿ **Tools Used For The Data Analysis :** For testing the reliability of the questionnaire, Cronbach alpha was applied to the items. Factor analysis was done to find out the underlying factors. Finally, in order to find out the relationship between job involvement and organizational effectiveness, and regression analysis was applied by using SPSS software.

HYPOTHESIS

The major hypothesis of the study was:

Ho: There is no relationship between the Job Involvement and Organizational Effectiveness among the faculty members of technical institutes in Gwalior region.

RESULTS AND FINDINGS

✿ **Reliability:** For checking the reliability of the questionnaire, Cronbach's Alpha was calculated. The reliability value was found to be 0.701 for JI and 0.886 for OE (See table 1). The reliability value more than 0.7 was considered good. Thus, the reliability of the questionnaire was found to be high.

✿ **Factor Analysis:** Factor Analysis using principal component, Varimax rotation was applied on the raw scores of 10 items of JI and 22 items of OE to find out the factors that contribute towards job involvement and organizational effectiveness. These factors are briefly introduced below as per Table 2(A) and 2(B).

Table 1 : Reliability Statistics

Job Involvement

Cronbach's Alpha	N of Items
.701	10

Organizational Effectiveness

Cronbach's Alpha	N of Items
.886	22

✿ **Regression Analysis:** For analyzing the impact of JI on OE, Regression method was used. By calculating the value of R square, dependability of variable was checked at 5% significance level (see table 3).

Table 2 (A): Showing Factors Of The Study (JI)

Factor no.	Initial Eigen Values			Variance of convergence	Loading
	Total Variance	% of Variance	Cumulative %		
1) Job enjoyment	2.920	22.602	22.602	6. I like my job.	.862
				7. I care for my job.	.808
				9. I enjoy my work.	.650
2) Job identification	1.723	21.748	44.351	3. I identify with my present job.	.768
				5. My job gives me satisfaction.	.722
				10. Whenever I complete a task , I feel happy.	.859
3) Job importance	1.594	16.202	60.552	2. My job is important to me.	.888
				4. I find my job interesting.	.863
4) Job motivation	1.059	12.408	72.960	1. I find my job motivating.	.782
				8. My work is not a burden for me.	.704

Table 2 (B): Showing Factors Of The Study (OE)

Factor no.	Initial Eigen Values			Variance of convergence	Loading
	Total Variance	% of Variance	Cumulative %		
1) Employee encouragement	6.990	19.566	19.566	3. Innovation is encouraged in this organization.	.679
				9. The work process/methods are adequate.	.459
				16. The Organization provides counseling to employees to improve the performance or behaviour.	.681
				17. The Organization encourages you to be creative about your job.	.550
				19. The job assignments help to grow and develop.	.850
				20. The organization views change as positive.	.731
				21. Management encourages employee involvement.	.805

2) Employee growth / development	2.494	11.715	31.282	8. The organization is organized in such a way that it supports achieving the core mission and objectives.	.785
				18. The training and development program is effective and adaptive.	.594
				22. I get adequate and timely feedback on my performance against these objectives.	.700
3) Employee recognition / identification	2.068	10.558	41.839	5. Rewards are based on performance and results.	.721
				6. Leaders provide vision and direction for the organization.	.629
				10. The equipments are well suited to meet the objectives.	.763
4) Employee skills & talent	1.527	9.634	51.474	2. The organization makes use of the diverse talents of people.	.811
				4. I am generally satisfied to speak up and communicate freely.	.765
5) Employee role	1.339	9.110	60.584	12. I am clear about the roles of others in the organization in meeting the objectives.	.550
				13. I am clear about my own role in meeting the organizational objectives.	.836
				15. The employees in the organization adopt a disciplined approach to their work.	.609
6) Org. policy & procedure	1.104	7.791	68.375	1. I participate in making changes that affect me.	.502
				11. There is a little overlap or conflict among roles in the organization.	.925
				14. Changes are communicated before they are implemented.	.424
7) Org. rules	1.030	6.858	75.233	7. When rules and procedures exist here, they are usually given in writing.	.793

Table 3: Showing Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387(a)	.150	.132	10.08750

Table 4: Showing ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	862.448	1	862.448	8.475	.005(a)
	Residual	4884.372	48	101.758		
	Total	5746.820	49			

(P < 0.05)

❖ **ANOVA Analysis:** It was used for testing the acceptance of the hypothesis (see table 4).

DISCUSSION

As described earlier, this study was designed to examine job involvement of faculty members of technical institutes, and to investigate its relationship with organizational effectiveness. The research showed different factors which have a direct bearing on JI and OE. In this respect, four factors of JI and seven factors of OE were found. These were described as *Job Enjoyment, Job Identification, Job Importance, Job Motivation* for JI and *Employee Encouragement, Employee Growth / Development, Employee Recognition / Identification, Employee Skills & Talent, Employee Role, Org. Policy & Procedure, Org. Rules* for OE (see Table 2A & 2B).

Job identification was one of the most important factors of this study and the results were the same as obtained by Gurin, Veroff, and Feld (1960), Rabinowitz and Hall (1977). Mckelvey and Sekaran (1977) have defined Job identification as "*the merging of a person's ego identity with his or her job.*" It, thus, concerns the degree to which employees take their identity from their job. Job importance was found to be another most significant factor, which was also considered by Lodahl and Kejner (1965) in their study of job involvement. Job enjoyment and job motivation also play a vital role in JI. A less motivated employee can't put his hundred percent contributions for achieving the organizational goal; the same result was found by Rabinowitz and Hall (1977), Gedaliahu H. Harel, Shay S. Tzafrir and Yehuda Baruch (2003).

The findings of the present research Employee growth / development and Employee recognition / identification are in line with the R. D. Pathak (1983). He also researched the "*opportunity for personal growth and development*", and "*recognition for good work done*" as important factors in his study. This study revealed that employee encouragement is an imperative factor of organizational effectiveness, the same result was found by Chughtai, Aamir Ali (2008). Employee role was also found to be one of the central factors of this research, which was identified by Madhu and Harigopal, 1980; Harigopal and Kumar, 1979; Singh, 1981; Srivastava and Sinha, 1983; Singh and Mishra, (1983) in their study. Employee skills & talent is the critical feature of organizational effectiveness, Gedaliahu H. Harel, Shay S. Tzafrir and Yehuda Baruch (2003) and Bernard Redshaw (2000) found it to be the innermost factor of their study.

This study also recognized organizational policy & procedure as the key factor of organizational effectiveness as it was depicted by Sue Jackson (1998), Andrea Rangone (1997) and Gedaliahu H. Harel, Shay S. Tzafrir and Yehuda Baruch (2003). Organizational rules play a significant role in organizational effectiveness, which is in line with the study conducted by Adnan Adas & Vir Handa (1996). The value of R square (0.15) shows the 15% contribution of JI on OE i.e. there are so many other factors which also contribute in OE but JI is one of the most important factors among them. *These other factors may be organizational structure, working environment, leadership style and job satisfaction etc.* Although the value of R square is too less, because the average experience of the respondent was only 3-4 years. It may possible that they couldn't understand the questions properly.

IMPLICATIONS AND CONCLUSION

The result of the present study implies that job involvement is the crucial element for organizational effectiveness. It has a direct relationship with organizational effectiveness. This study revealed that the job involved that the employees directly contribute in organizational effectiveness by way of their working style, approach towards the attainment of organizational goals, quality improvement, acquisition of new talent and skills, etc. This study is very much helpful to the top management for taking strategic decisions and framing the organizational policy. This study also opens the new vistas of the research and researchers can explore the new findings from the untouched areas of this study. It is concluded from the investigation that there is a relationship between the Job Involvement and Organizational Effectiveness. The faculty members, regardless of job involvement, want more decision making authority, more opportunities for personal growth and development, and recognition for good work done. This can be achieved through widening their areas of responsibility, larger delegation of authority, adequate feedback and incentives for good work, and training. The Top Management must continue its efforts to create a work environment in which faculty members, who are themselves playing a key role as mentors in motivating others, would voluntarily put forth their maximum contribution. The factor which will require particular attention in relation to JI is the recognition for good work done. Greater recognition by the bosses should lead to higher job involvement. Both tangible (merit based promotions) and symbolic forms of recognition (e.g., certificates or medals, etc., for

outstanding work) should be helpful.

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