



IMPACT OF JOB INVOLVEMENT AND DEMOGRAPHIC VARIABLES IN PRIVATE SECTOR BANKS

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ABSTRACT

This article focuses on the analysis of job involvement perceived by private sector bank employees in Cuddalore district. The employees working in private sector bank were selected for the study. The study indicates that the job involvement perceived by the bank employees is medium and the demographic variables such as gender, age, educational qualification, experience, marital status, and income significantly influence the job involvement perception of employees.

KEYWORDS : Demographic variables, job involvement, banking sector

INTRODUCTION

Job involvement (Employee engagement, or Work engagement, 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. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work.

In his book, *Getting Engaged: The New Workplace Loyalty*, author Tim Rutledge explains that truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing"). [How to reference and link to summary or text]

Kahn [1] was the first scholar to define "personal engagement" as the "... harnessing of organization member's selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances" (p. 694). Based on this definition a questionnaire was developed that assesses three dimensions: cognitive, emotional and physical engagement [2].

An alternative academic considers work engagement as a psychological state of fulfillment and the positive antithesis of burnout [3]. It is defined as "... a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" [4] (p. 74). Whereby vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication by being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. These three aspects are assessed by the Utrecht Work Engagement Scale (UWES) [5], which is currently available in 20 languages and can be used freely for non-commercial purposes. In addition a short form [6] and a student version [7] are available. The reliability and validity of the UWES is documented in various studies (for an overview see [3]).

Eileen Appelbaum and her colleagues (2000) studied 15 steel mills, 17 apparel manufacturers, and 10 electronic instrument and imaging equipment producers. Their purpose was to compare traditional production systems with flexible high-performance production systems involving teams, training, and incentive pay systems. In all three industries, the plants utilizing high-involvement practices showed superior performance. In addition, workers in the high-involvement plants showed more positive attitudes, including trust, organizational commitment and intrinsic enjoyment of the work [21]. The concept has gained popularity as various studies have demonstrated links with productivity. It is often linked to the notion of employee voice and empowerment. [24]

Review of literature

Abayomi O. Olusa, Olukayode A. Afolabi (2017) The results revealed that job demand did not significantly predict emotional exhaustion while job demand negatively predicted job involvement ($\beta = -0.22$, $p < 0.01$). Richards E. Ebeh, et al (2017). The findings showed that casual workers who reported the presence of organisational justice had higher levels of commitment and were more involved in their jobs. However, age and gender showed no significant influences on organisational

commitment and job involvement among casual workers. WaelZaraket (2017) the results show a significant relation between age and job involvement, whereas gender, salary, and educational level bear no relation to job involvement. Furthermore, job involvement bears a positive relation to the organizational commitment. Allam, Zafrul (2015) the findings show that self esteem and job anxiety influence the job involvement of the employees. At the same time security and human relations do not influence the job involvement of the employees significantly. The findings of his study also show that the age and experience had a significant influence over the job involvement of the employees. Natarajan, p and Ranjit.L (2004) their study concludes that moderate level of organisational commitment was found among the respondents. The study also concludes that affective commitment is found to be the foremost influencing factor of organisational commitment and personal factors that do not have significant effect on organisational commitment. Nazir Ahmad Gilkar and Javid Ahmad Darzi (2012) in their research study have found that job satisfaction is strongly associated with job involvement of the employees. Job satisfaction differs significantly with the level of job involvement (high, moderate and low). Job satisfaction was found to be higher among those employees who had high level of job involvement compared to those who have moderate and low level of involvement. RajniKundu (2015) in his research findings show that there is no significant difference in the job involvement among male and female bank employees working in private banks. There is a significant difference in the level of involvement among the rural and urban bank employees working in private banks. It is found that rural employees working in private banks have more job involvement than urban employees working in private banks. Kalpana and A. Dharmaraj (2017) the bank employees have a higher level of job involvement and the same is been influenced by the various demographic variables namely, age, gender, salary, experience, etc.

Research methodology:

The preceding chapter contains a review of literature about impact of job involvement on demographic variables. The aim of this chapter is to disseminate the method used to organize the research study. It comprises of research design. Few details about the sample is provided which is followed by discussion of tools which comprises of job involvement on demographic variables scale. The procedure for collecting the data is presented here.

Objectives of the Study

1. To study the relationship between job involvement and demographic variables among the private sector bank personnel.
2. To understand the level of job involvement in private sector bank personnel.

Scope of the study

The global work scene has witnessed feisty efforts by managerial protagonists to revamp the jobs with a view to have amplified job involvement. This is apparently based on the belief that job involvement is conducive not only to efficiency but also employee's self-fulfilment. Work is a central part of almost everyone's life. Most employees devote weekdays to work as career development which comprises of substantial portion of all human developmental tasks. However, employees no longer remain in one organization for the majority of their working lives, and so organizational knowledge literally 'walks out of the door' of competing organizations. In an era where organizations are facing inflationary pressures, dwindling

budgets, and dearth of proficient workforce, it assumes greater importance to provide a positive work situation to ensure worker stability and better job involvement.

1. Relationships Between Job Involvement And Demographic Variables Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406a	.165	.146	19.80478

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31297.875	9	3477.542	8.866	0.000a
	Residual	158852.833	405	392.229		
	Total	190150.708	414			

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	78.462	23.753		3.303	0.001
Gender	-14.132	1.984	-.328	-7.123	0.000
Age	1.214	1.156	.050	1.050	0.294
Educational qualification	-2.162	1.505	-.065	-1.436	0.152
Technical qualification	-1.416	1.542	-.042	-.919	0.359
Designation	-2.964	1.390	-.122	-2.132	0.034
Marital status	10.613	7.207	.217	1.473	0.142
Type of family	11.746	7.372	.234	1.593	0.112
Monthly income	-2.540	2.157	-.066	-1.178	0.240
Experience in present branch	3.264	1.336	.113	2.443	0.015

Dependent Variable: job involvement Significant at 1% Computed Primary Data

H0: demographic variables does not influence the job involvement of the private sector bank employees.

Table – brings the effect of demographic variables on job involvement of the private sector bank employees.

In order to examine the stated hypotheses, regression is applied. here, the demographic variables namely gender, age, educational qualification, technical qualification, marital status, type of family, monthly income and experience in the present branch are considered as independent variables and job involvement is treated as dependent variable. From the F-statistic value (8.866) and p-value (0.00), it is inferred that the dependent variables significantly influence on job involvement of the private sector bank employees. Hence the hypothesis is rejected at one percent level.

The regression analysis indicates that among the independent variables, which is the most influencing variables on job involvement of the private bank employees. Among the demographic variables gender, designation and experience in the present branch are the factors highly influencing the job involvement. The calculated adjusted R-Square value indicates that these variables are influencing at 40.6 percent on job involvement of the private bank employees.

The standardized co-efficient beta value indicates the relative importance of demographic variable to the predictor's level of job involvement of the private sector bank employees. Gender, designation and experience in the present branch are the highly predicting variable of job involvement of the private bank employees. The corresponding p-value of these variables is significant at one percent. So, gender, designation and experience in the present branch significantly influencing the job involvement.

Job involvement = 78.462 + 3.26 (experience in the present branch)

The equation explained that the gender, designation and experience in the present branch have the positive impact on job involvement. To have one unit increase in involvement, the value of the designation has to be increased by 0.03 levels when other factors remain constant.

Similarly experience in the present branch has to be increased by (0.01) needed to have for one unit increase of job involvement.

2. Level Of Job Involvement Of The Private Sector Bank Employees

S.No	Variables	Low	Medium	high
1	Work life balance	234 56.4%	122 29.4%	59 14.2%
2	Quality of work life	203 48.9%	165 39.8%	47 11.3%
3	Nature of job	130 31.3%	208 50.1%	77 18.6%
4	Benefits	161 38.8%	221 53.3%	33 8.0%
5	Work interest	180 43.4%	202 48.7%	33 8.0%
6	Approach towards work	155 37.3%	242 58.3%	18 4.3%
7	Work prioritization	102 24.6%	206 49.6%	107 25.8%

Computed Primary Data

In the above table career development is perceived by the employee's opinion. Among the respondents, 56.4% stated low, 29.4 % stated medium, and 14.2% stated high with regards to their work life balance. With regard to quality of work life, 48.9% stated low, 39.8% stated medium and 11.3% stated high. the respondents opined regarding the nature of job that 31.3% low, 50.1% medium and 18.6% high, with regard to the benefits 38.8% low, 53.3% medium and 8.0% high, for work interest 43.4% low, 48.7% medium and 8.0% high, for the variable approach towards of work, 37.3% low, 58.3% medium and 18.0% high and with regard to work prioritization 24.6% low, 49.6% medium and 25.8% high. At the outset majority of respondents perceived a high level with regards to the dimension of job involvement.

Finding and suggestion

The Regression analysis between job involvement and demographic variables reveals that gender, designation and experience are found to influence on the job involvement.

The level of relationship between job involvement and demographic variables such as age and monthly income is low. Hence due to the present Indian economic scenario they cannot fulfill their needs so the job involvement is affected. Indeed Monthly income must be focused for the improvement of the involvement of the private bank employees.

CONCLUSION:

The present study reveals that majority of the employees' perceived only high and medium job involvement. So the organization must identify the factors, which lead to poor job involvement. And also take action towards the job involvement. Because poor job involvement may result in less productivity and it is injurious for the employees as well as for the organization. Thus job involvement is an important construct which is very much essential and studied in the present scenario. Thus, the present study was carried out on the job involvement of the employees and it concludes that majority of the respondents had moderate level of job involvement. The demographic variables namely age, gender, education, marital status, experience and salary do significantly influence the level of job involvement.

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