

JOB INVOLVEMENT, SENSE OF PARTICIPATION AND  
JOB SATISFACTION: A STUDY IN BANKING INDUSTRY

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**Job Involvement, Sense of Participation and Job Satisfaction:**  
**A Study in Banking Industry.**

by

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Abstract: The purpose of the study was to explore the possible effect of job involvement and sense of participation on job satisfaction of two categories of bank employees. The sample consisted of 250 officers and 250 clerical cadre belonging to a nationalised bank in western zone. Job involvement was measured by Lodahl & Kejner's Scale of job involvement, Participation by Singh and Pestonjee's 'Psychological Participation Index' and Job Satisfaction by Pestonjee's 'Satisfaction Dissatisfaction Inventory'. A 2 x 2 x 2 factorial design was used to analyse the data. Job satisfaction of bank employees was found to be affected positively by occupational level, job involvement and participation. The interactional effect of job involvement and participation was found to be significant.

Job satisfaction is much researched topic and yet it is one of the most controversial. However, the controversy has been useful in leading to sharper definitions of job satisfaction. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Van de Ven and Ferry (1980) describe job satisfaction as an effective reaction of feeling of the employees with the job, supervision, coworker, pay, his/her current and future career progress. A large number of research studies have established that job satisfaction is derived from and caused by a number of interrelated factors. In all the studies, the distinction between on the job and off the job factors of job satisfaction was not considered (Pestonjee, 1981).

A concept related to job satisfaction is job involvement. Gorn & Kanungo (1980) have conceptualised the notion of job involvement as having two components: (i) the degree to which an individual is involved in a particular job and actively participate in it, and (ii) a psychological state of identification with in general relative to other activities (family, leisure), that is, the importance of work in the person's self image. According to Kanungo (1979) satisfaction of needs on the job may be a sufficient but not a necessary condition for job involvement. While satisfaction might increase the likelihood of job involvement, it is not a definition of job involvement itself. In the present study an attempt has been made to investigate the effect of job involvement on job satisfaction.

Both these attitudinal states, namely, job satisfaction and *job involvement* are found to be influenced by sense of participation. Participation is a managerial technique for involving employees and allowing them in decision making processes. Participation is an interaction in which communication occur among participants with the particular set of out come can occur. The manner of participation and the level at which it is excercised consequently bring forth outcomes such as organisational effectiveness, job satisfaction, job involvement etc. (Pathak, 1983), because participation provides the employee a sense of importance, pride, accomplishment, freedom and opportunity for sharing information, consultation and partnership in joint decision making. A vast majority of studies have provided correlational evidence between job satisfaction and participation. The present study also attempted to investigate the influence of participation on job satisfaction.

Job satisfaction of employees has been reported to vary with their occupational levels. Jobs which are high in level are generally better paid, less repetative, provide more freedom and require less physical effort than other jobs lower in level. Besides other factors, opportunity of self expression, self actualisation and salary are found to be main aspect of occupational level. Ahmed & Pestonjee (1978) and Vikas, Rajan and Mukesh Kishore (1986) have reported significant influence of occupational level on job satisfaction

Job involvement, participation and occupational level are found to be significantly contributing to positive work feeling i.e., job satisfaction and therefore taken for investigation in the present study.

### Hypotheses

Three hypotheses were formulated in this study:

1. Job satisfaction is influenced by occupational level.
2. Job satisfaction is influenced by high and low levels of job involvement.
3. Job satisfaction is influenced by high and low levels of participation.

### Sample

The sample considered of 500 bank employees, 250 officers and 250 clerks of a nationalised bank of Western India. The officers and clerks were categorised into High Involvement - Low Participation and Low Involvement - Low Participation on the basis of 'above median' and 'below median' classification. The age, number of dependents, work experience, monthly income were matched for officers and clerks.

### Methodology

In the present study job involvement, participation and occupational level have been treated as independent variables. Two levels of each of these independent variables have been taken

into consideration. Job satisfaction has been treated as a dependent variables. A 2 x 2 x 2 Factorial design is used for the study.

The measures employed in this study were the S-D E mployees Inventoty for job satisfaction, Job Involvement Scale for job involvement and the Psychological Parrticipation Index for participation. A brief description of each is given below.

The S-D Employees Inventory was developed and standardised by Pestonjee (1973). The inventory comprises 80 items divided equally into four areas of satisfaction i.e., job, management, personal adjustment and social relations. The split half reliability is .99 for job, .99 for management, .98 for personal adjustment and .98 for social relations.

The Job Involvement Scale was used to ascertain the level of involvement. Lodahl & Kejner's Scale (1965) comprises 20 items having four response alternatives: strongly agree, agree, disagree and strongly disagree. The alpha coefficient technique was applied to find out reliability of the scale which was found to be .62. The index of homogeniety and internal validity of the scale were tested by computing the biserial correlation.

The Psychological Participation Index was used to measure participation. This scale was developed and standardised by Singh and Pestonjee (1978), it comprises of 15 items which cover four areas - Decision-making, Autonomy, Opinion-seeking, Involvement. Reliability was determined by computing Gronbach's Alpha

coefficient = .83. The index of homogeneity and internal validity of the items has been determined by computing point biserial coefficient of correlation.

### Results

The results of this investigation are recorded in Table 1 to 4.

Table 1

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Job satisfaction scores of officers and clerks

Dimensions of Job Satisfaction	Officers			Clerks			t
	N	Mean	SD	N	Mean	SD	
Job	250	13.08	2.78	250	14.22	2.68	4.56*
Management	250	13.04	3.81	250	13.58	3.65	1.64
Personal Adjustment	250	13.06	3.69	250	13.36	3.48	0.63
Social Relations	250	13.44	3.57	250	14.42	3.26	3.16
On the job	250	26.15	5.79	250	27.80	5.52	3.04*
Off the job	250	26.76	6.51	250	26.17	6.07	0.02
Overall Job Satisfaction	250	52.91	10.82	250	57.57	9.91	1.82

\*Significant at .01 level

Table 2

Job satisfaction scores of high and low involvement groups

Dimensions of Job Satisfaction	High Involvement			Low Involvement			t
	N	Mean	SD	N	Mean	SD	
Job	265	14.26	2.73	235	12.99	2.54	5.29*
Management	265	14.03	3.78	235	12.31	3.67	5.06*
Personal Adjustment	265	13.65	3.67	235	13.18	3.43	1.42
Social Relations	265	13.80	3.56	235	13.02	3.21	2.60*
On the job	265	28.24	5.81	235	25.35	5.41	5.35*
Off the job	265	27.23	6.43	235	26.17	6.71	1.80
Overall Job Satisfaction	265	55.52	10.73	235	51.43	10.01	4.40*

\*Significant at .01 level.

Table 3

Job satisfaction scores of high and low participation groups

Dimensions of Job Satisfaction	High Participation			Low Participation			t
	N	Mean	SD	N	Mean	SD	
Job	272	14.23	2.76	228	13.02	5.53	5.40*
Management	272	14.59	3.76	228	11.75	3.65	8.55*
Personal Adjustment	272	13.65	3.56	228	12.97	3.48	6.76*
Social Relations	272	14.17	3.55	228	12.66	3.22	5.03*
On the job	272	28.80	5.78	228	24.79	5.42	8.02*
Off the job	272	27.85	6.48	228	25.06	6.73	4.73*
Overall Job Satisfaction	272	56.62	10.69	228	50.33	10.81	6.55*

\*Significant at .01 level.



Table 4

Analysis of variance for job satisfaction as a function of occupation of occupational level, job involvement and participation

Sources of Variation	Sum of Squares	Ds.F.	Mean of Squares	F	P
Occupational Level	706.53760	1	706.53760	7.21	.01
Job Involvement	1436.65381	1	1436.65381	14.67	.01
Participation	3396.98071	1	3396.98071	34.68	.01
Occupational Level x Job Involvement	119.79370	1	119.79370	1.22	N.S.
Occupational Level x Participation	213.49072	1	213.49072	2.18	N.S.
Job Involvement x Participation	404.44434	1	404.44434	4.13	.05
Occupational Level x Job Involvement x Participation	19.03613	1	19.03613	0.19	N.S.
Error within	32908.81250	336	97.94289	--	--
Total	39205.75000	343			

## Discussion:

Table 1 gives the mean scores, standard deviations in respect of bank employees of officers' cadre and clerical cadre and also the 't' value to find out whether there is any significant difference in the mean scores of these employees about the satisfaction with their job. Table 1 indicates that occupational level does not seem to have significant influence on job satisfaction in management area, personal adjustment area, off the job area and overall job satisfaction. Sherma (1978) reported the same degree of 'overall' satisfaction by and large. But there is significant difference between the mean scores of job satisfaction of officers and clerks in job area, social relations area and on the job area. The clerks of the bank are found to be more satisfied in these areas in comparison to officers of the bank. Further, analysis of variance (Table-4) also confirms that the two levels of occupational level have significant influence on job satisfaction ( $F = 7.21 < .01$ ). This result is similar to Ebling, King and Roger's (1979) study in which they found that job satisfaction does not increase linearly from worker to chief. Tannenbaum, Kavcis, Rosener, Vianello & Winer (1974) have also suggested that position in the hierarchy is not an independent contributor to job satisfaction.

Table 2 reveals that the two levels of job involvement have influenced significantly job satisfaction in job area, management area, social relations area, on the job area and overall job satisfaction. High involvement group has shown greater degree of

job satisfaction in above areas than the low involvement group. The F-ratio (Table-4) for these two means is significant ( $F = 14.67 < .01$ ). On the basis of this result we can say that job involvement is essential for job satisfaction of employees. This finding is in conformity with the earlier results reported by Santhamani (1983) and Mishra and Singh (1986) in which high involved subjects were more satisfied with their job than low job involved subjects.

Table-3 indicates the role of participation on job satisfaction. A persual of Table-3 reveals that high participation group has shown greater degree of job satisfactin in all the areas of job satisfaction and overall job satisfaction. The F = ratio (Table-4) also representing a comparison between two levels of participation differ significantly at high level of confidence which reveals that high job satisfaction is conducive to high participation ( $F = 34.68 < .01$ ). Participation provides the employee a sense of importance, accomplishment, freedom and opportunity for advancement and all these lead the employee to feel satisfied in his job. Thus, the obtained result is in the expected direction showing that employee having higher participation show higher job satisfaction.

The F-ratio (Table-4) for the interaction between high and low job involvement and participation exercise a significant influence on job satisfaction of bank employees ( $F = 4.13 < .05$ ). It shows that the difference in job satisfaction of high job

involvement employee having high participation is much different from those having low job satisfaction.

In conclusion it may be said that

- i) Occupational level seems to have significant influence on job satisfaction of both the categories of bank employees. Clerical cadre are more satisfied in job area, social relations area and on the job area in comparison to officers cadre in terms of job satisfaction.
- ii) Job satisfaction is influenced by job involvement of bank employees.
- iii) The greater the sense of participation the greater the job satisfaction is perceived.
- iv) Job involvement and participation both enhance job satisfaction of bank employees.

In summary the obtained data provide evidence to the effect that occupational level, job involvement and participation all the three independent variables affect job satisfaction positively. Therefore, it is important for organisations to provide sufficient opportunities to increase sense of participation and job involvement as to make their employees more satisfied with their job.

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