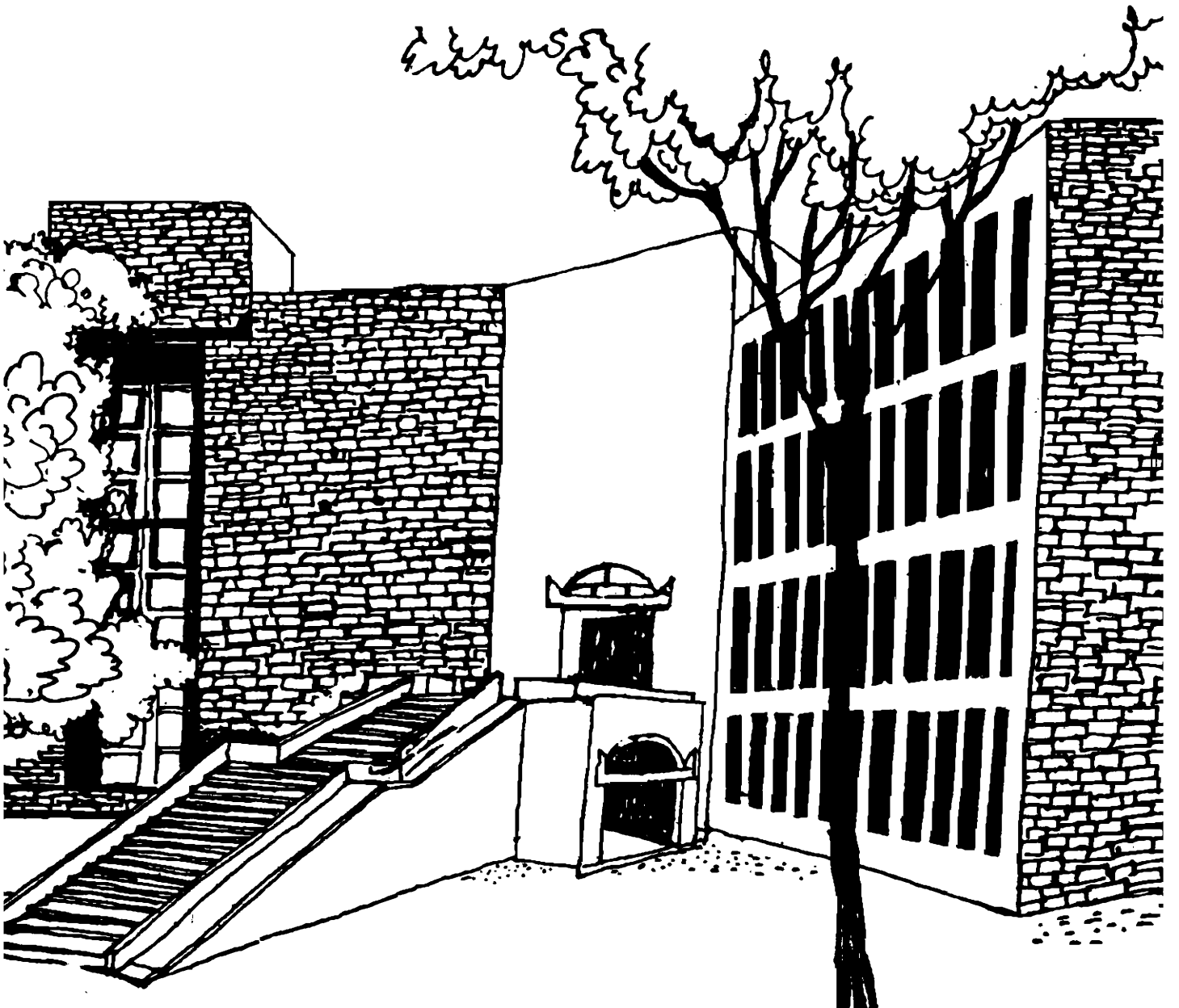




Working Paper



ON-THE-JOB AND OFF-THE-JOB AREAS OF JOB
SATISFACTION IN RELATION TO JOB
INVOLVEMENT AND PARTICIPATION

By
Mira Singh
&
D. M. Pestonjee

WP1038



Wp
1992
(1038)

W P No. 1038
July 1992

The main objective of the working paper series of the IIMA is to help faculty members to test out their research findings at the pre-publication stage.

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD-380 015
INDIA

**On-the-job and Off-the-job areas of Job Satisfaction
in Relation to Job Involvement and Participation**

**MIRA SINGH
Jamia Milia Islamia
Delhi**

&

**D.M. PESTONJEE
Indian Institute of Management
Ahmedabad**

ABSTRACT

The study examines the effect of job involvement and participation on 'on-the-job' factors and 'off-the-job' factors of job satisfaction in different groups. Data were collected from a sample of 145 officers and 135 clerical personnel of a large banking organisation in west zone. The results tend to support previous research findings regarding the moderating effects of job involvement and participation on 'on-the-job' factors and 'off-the-job' factors of job satisfaction in different groups. In fact, significant interactions, between job involvement and participation, and job level and participation are obtained. The relationship between 'on-the-job' and 'off-the-job' factors are also discussed.

The satisfaction of the personal needs and goals of the employee is one of the objectives of any organisation. Van de Ven and Ferry (1980) describe job satisfaction as an effective reaction of feeling of employees with job, supervision, coworkers, pay and his/her current and future career progress. The causes of employees' satisfaction are not restricted to inplant factors alone but they run the whole gamut of men's need and aspirations. Job satisfaction has been defined as a summation of employees feelings in four areas, namely, job, management, personal adjustment and social relations. Thus, job satisfaction is not only the result of aspects related to the work i.e., 'on-the-job' area but also a product of 'off-the-job' environment (Pestonjee 1973). Although importance of these 'off-the-job' factors has been recognised in several theoretical discourses yet most of the research investigations have neglected them. 'On-the-job' area includes supervisory treatment, equity (work load and pay), supportive function, interest in work, rules and regulations, intrinsic satisfaction, regard for organisation, working condition, cooperation from fellow workers and supervisory nurturance of subordinates. Whereas, off-the-job factors of job satisfaction include relation with family members, emotionality, perception of people in society, anxiety about health, sociability, intrapsychic factors (extraversion-intraversion), neighbourhood, trust, isolation and living condition factors (Pestonjee, 1981).

Job satisfaction has been found to be closely related to job involvement and participation of employees. A person who is highly involved in his job should be more likely to feel extremely satisfied or extremely dissatisfied depending upon the degree of success and failure, while uninvolved person could have less extreme emotional reactions to the same experience (Locke, 1976). The higher the involvement with a job, the higher the job satisfaction. Because of its strong contribution to job satisfaction, it is important for organisations to understand the nature of job involvement. Agrawal (1980) reported some behavioural correlates of job involvement; job involved person is regular, punctual, absents himself only after giving prior notice, perfectionist about his work, technically sound, innovative, adheres to rules and regulations and mindful of company's interest. He is a willing worker and he neither keeps his work pending nor incomplete. The characteristics of persons who have low involvement are just opposite.

Participation refers to sharing in an appropriate way the decision making power with subordinates. According to Davis (1957), "participation is the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibilities in them. It enhances the sense of control over the environment, increases involvement in decisions and makes implementations of decisions easy. Sinha (1974) found a definite increase in supportive relationships, goal setting, decision making, motivation, quality of output and

satisfaction after the joint decision were made. As participation provides the employee a sense of importance, pride in accomplishment, freedom and opportunity for advancement, employees feel greater satisfaction. In such situation, the employee gets opportunity for sharing information, consultation and partnership in joint decision making. Employees participation and its relationship to satisfaction has yielded fairly consistent finding (Schuler, 1977; Driscoll, 1978). In general participation is positively associated with satisfaction, although the level of congruence between desired and actual participation is most related to subsequent satisfaction.

The present study aims at exposing the possible effects of job involvement and participation on 'on-the-job' and 'off-the-job' dimensions of job satisfaction of different categories of employees.

Hypothesis

- i) High involvement/high participation (HIHP) and low involvement/low participation (LILP) groups of officers and clerks will differ with regard to their job satisfaction scores on 'on-the-job' factors.
- ii) HIHP and LILP groups of officers and clerks will differ with regard to their job satisfaction scores on 'off-the-job' factors.
- iii) Job involvement and participation will negatively correlate with 'on-the-job' and 'off-the-job' scores of job satisfaction.

Method

Sample: The sample consisted of 145 officers and 135 clerks. On the basis of above median and below median classification, officers and clerks were categorised and assigned to HIHP and LILP groups. Their average age, work experience and monthly income were also worked out which is presented in the table below:

	Officers		Clerks	
	HIHP	LILP	HIHP	LILP
Average Age	28.12	35.34	27.26	25.51
Experience	18.51	20.53	6.73	5.38
Monthly Income	1521.34	1505.65	726.52	689.93

Measures:

The following psychometric devices were used in the study:

S-D Employee Inventory: Job satisfaction of employees was assessed by Satisfaction-Dissatisfaction Inventory (Pestonjee, 1973). It measures job satisfaction in four areas. First two areas i.e. job and management together constitute 'on-the-job' area and second two areas i.e. personal adjustment and social relations comprise 'off-the-job' area. The construct validity has been determined by using known groups and item-test correlation technique (1973). Factor validity was determined later on (Pestonjee, 1981).

Job Involvement Scale: The 20 item measures of job involvement developed by Lodahl and Kejner (1965) was used to measure job involvement of employees. The test retest reliability was obtained between .72 to .89. The evidence on its convergent and discriminate validity has been provided by Goodman, Furcon and Rose (1968). Further Salch and Hosek (1976) factor analysed the scale.

Psychological Participation Index: Participation of employees were measured through Psychological Participation Index developed by Singh and Pestonjee (1978). Reliability of the test was determined by Cronbach's (1957) Alpha coefficient which was .83. The index of homogeneity and internal validity of the items have been determined by computing point biserial coefficient of correlation.

Results:

The results of this investigation are recorded in Table 1 to 5.

Table 1

Results showing the effect of occupational level, job involvement and participation on job satisfaction of on-the-job factors.

Sources	Sum of Sq.	Psq.	Mean Sq.	F	P
A Occupational level	479.17	1	479.17	16.54	.01
B Job Involvement	720.94	1	720.94	24.89	.01
C Participation	1384.01	1	1384.01	47.77	.01
A x B	.104	1	.104	.00	NS
A x C	37.78	1	37.78	1.30	NS
B x C	.011	1	.011	.00	NS
A x B x C	17.69	1	17.69	.61	NS
Error within treatment	9734.04	336	28.97	-	-
Total	12373.75	343	-	-	-

Table 2

Results showing the effects of occupational level, job involvement and participation on job satisfaction of off-the-job factors.

Sources	Sum of Sq.	Psq.	Mean Sq.	F	P
A Occupational level	27.92	1	27.92	.72	NS
B Job Involvement	96.29	1	96.29	2.50	NS
C Participation	451.27	1	451.27	11.71	.01
A x B	123.36	1	123.36	3.20	NS
A x C	175.92	1	175.92	4.57	.05
B x C	211.92	1	211.92	5.50	.05
A x B x C	.11	1	.11	.00	NS
Error within treatment	12942.97	336	38.52	-	-
Total	14029.76	343	-	-	-

Table 3

Significance of difference between satisfaction scores of HIHP and LILP groups of officers and clerks in on-the-job factors.

Groups	N	Mean	SD	t	p
Officers HIHP	93	29.46	4.02	3.79	.01
Clerks HIHP	65	31.86	3.78		
Officers HIHP	93	29.48	4.02	7.97	.01
Officers LILP	52	22.88	5.16		
Officers HIHP	93	29.48	4.02	7.07	.01
Clerks LILP	70	24.23	5.14		
Clerks HIHP	65	31.86	3.78	10.50	.01
Officers LILP	52	22.88	5.16		
Clerks HIHP	65	31.86	3.78	9.88	.01
Clerks LILP	70	24.23	5.14		
Officers LILP	52	22.82	5.16	1.44	N.S.
Clerks LILP	70	24.23	5.14		

Table 4

Significance of difference between mean satisfaction scores of HIHP and LILP groups of officers and clerks in off-the-job factors.

Groups	N	Mean	SD	t	p
Officers HIHP	93	28.32	5.73	5.25	.01
Clerks HIHP	65	32.77	4.95		
Officers HIHP	93	28.32	5.73	2.04	.01
Clerks LILP	52	26.04	6.86		
Officers HIHP	93	28.32	5.73	5.29	.01
Clerks LILP	70	25.27	5.46		
Clerks HIHP	65	32.77	4.95	5.96	.01
Officers LILP	52	26.04	6.86		
Clerks HIHP	65	32.77	4.95	7.01	.01
Clerks LILP	70	25.27	5.49		
Officers LILP	52	26.04	6.86	.5	N.S.
Clerks LILP	70	25.27	5.46		

Table 5

Coefficient of correlation between on-the-job and off-the-job factors of job satisfaction, job involvement and participation.

	Officers	Clerks
On-the-job vs. off-the-job	.64*	.56*
On-the-job vs. Job Involvement	.38*	.45*
On-the-job vs. Participation	.52*	.56*
Off-the-Job vs. Job Involvement	.18+	.29*
Off-the-job vs. Participation	.29*	.41*

* p = < .01

+ p = < .05

Discussion:

As the aim of the study was to see if the employees of different groups differ in 'on-the-job' and 'off-the-job' areas of job satisfaction in relation to job involvement and participation, ANOVA, t-test and product moment correlation were computed.

Table-1 records the effect of independent variables on job satisfaction scores of 'on-the-job' area. Occupational level casts significant influence on 'on-the-job' area ($F = 16.54 < .01$) of job satisfaction. The main effects of job involvement in 'on-the-job' area is also found significant ($F = 28.89 < .01$). It indicates that job satisfaction in 'on-the-job' area is influenced by high and low levels of job involvement. The main effects of participation representing a comparison between its two levels indicate significant difference ($F = 47.77 < .01$). It shows that high and low levels of participation cast significant influence on job satisfaction in 'on-the-job' area. The interactional effects between occupational level and job involvement; occupational level and participation; job involvement and participation; and occupational level, job involvement and participation are not found significant. It indicates that all independent variables effect independently on job satisfaction in 'on-the-job' area.

Table-2 records the effects of occupational level, job involvement and participation on job satisfaction in 'off-the-job' area. The main effect of occupational level does not

influence significantly the 'off-the-job' area. In the same way the main effect of job involvement does not cast significant effect in 'off-the-job' area. But, the main effect of participation representing a comparison between its two levels i.e., mean scores of high participation and low participation cast significant influence on job satisfaction in 'off-the-job' area ($F = 11.71 < .01$). The interactional effects between occupational level and job involvement; and occupational level job involvement and participation are not significant. Whereas, the interactions of occupational level and participation, and job involvement and participation both effect 'off-the-job' area of job satisfaction ($F = 4.57 < .05$ and $F = 5.5 < .05$ respectively).

The job satisfaction scores of HIHP and LILP officers and clerks in 'on-the-job' area and 'off-the-job' area are also examined for mean differences through t-test (table 3 and table 4). It was found that HIHP and LILP group of officers and clerks differ significantly in on-the-job area except LILP groups of officers and LILP group of clerks. Thus, the significant difference indicates that HIHP groups of officers cadre had higher mean scores in 'on-the-job' area in comparison to LILP group of officers ($t = 7.97 < .01$). Similarly, HIHP group of clerical cadre had also higher scores in 'on-the-job' area in comparison to LILP group of clerks ($t = 9.38 < .01$). While comparing HIHP officers and HIHP clerks group, clerical cadre had higher mean scores than officers ($t = 3.79 < .01$). HIHP group of officers had also higher mean scores in 'on-the-job area in

comparison to LILP group of clerks ($t = 7.07, < .01$). In the same way, clerks had also higher mean score than LILP group of officers in 'on-the-job' factors ($t = 10.50, < .01$).

The significant difference between HIHP and LILP group of officers and clerks on job satisfaction scores in 'off-the-job' area are also worked out. Results show that LILP groups of officers and clerks do not differ significantly while other comparisons of HIHP and LILP group of officers and clerks differ significantly in 'off-the-job' area. HIHP group of officers had higher job satisfaction scores in 'off-the-job' area in comparison to LILP group of clerks ($t = 2.04, < .05$). In the same way HIHP group of clerks had also higher mean scores than LILP group of clerks ($t = 7.01, < .01$). While comparing HIHP group of officers and HIHP group of clerks, clerks had scored higher job satisfaction in 'off-the-job' area in comparison to officers ($t = 5.24, < .01$). Results show that HIHP group of officers had higher mean scores than LILP group of clerks ($t = 5.29 < .01$) and HIHP group of clerks had also scored higher job satisfaction in 'off-the-job' area in comparison to LILP group of officers ($t = 5.96 < .01$).

Table 5 records the coefficient of correlation between job involvement, participation, 'on-the-job' factors and 'off-the-job' factors of officers and clerks. Results show that 'on-the-job' factors and 'off-the-job' factors are significantly correlated in both the groups i.e. officers and clerks. It indicates that satisfaction with job life are related with each

other. If employees are satisfied with their work life then they are also found to be well adjusted in their personal and social life. Job satisfaction and job involvement have been found closely related to each other as Verma and Upadhyaya (1986) reported positive correlation ($r = .45$) between the two variables. In the present study job involvement and 'on-the-job' factors of job satisfaction are found moderately correlated with each other in officers group and clerks group. Whereas job involvement and 'off-the-job' factors are correlated at low level. It indicates that job involvement is more closely related to 'on-the-job' factors of job satisfaction in comparison to 'off-the-job' factors of job satisfaction. In case of correlations between participation scores of officers and clerks and 'on-the-job' factors, it is observed that both the correlations are moderate i.e. $r = .52$ and $r = .56$. Whereas the correlation between 'off-the-job' factors and participation in officers group, it is very low ($r = .29$) but in clerical group participation and 'off-the-job' factors are moderately correlated ($r = .41$). Singh and Singh (1987) have also reported that job satisfaction and participation are positively correlated ($r = .35$). All the intercorrelations between participation and 'on-the-job' and 'off-the-job' factors of job satisfaction reveal that as the scores of participation increases the scores of job satisfaction also increases and vice-versa.

On the basis of the results of the study, it can be concluded that:

- i) HIHP group of officers and HIHP group of clerks both are found more satisfied in 'on-the-job' area of job satisfaction in comparison to LILP group of officers and clerks.
- ii) HIHP group of officers and clerks, both are also found more satisfied in 'off-the-job' area of job satisfaction than LILP group of officers and clerks.
- iii) Participation is moderately correlated with 'on-the-job' factors whereas participation and 'off-the-job' factors are correlated at low level in officers group.
- iv) Job involvement and 'on-the-job' factors are moderately correlated among both the cadres of employees, whereas the correlation between job involvement and 'off-the-job' factors is low.
- v) Since it has been found that 'on-the-job' factors are coextensive with 'off-the-job' factors, it is advisable for organisations to look after both. Efforts to improve the quality of work life and alleviate the stresses in work life will be useful for obtaining higher productivity and satisfaction.

REFERENCES

1. Aggrawal, U.N. (1980) A step to developing Job Involvement Scale, Indian Journal of Psychology, 55, 38-42.
2. Cronbach, L.T. (1951) Coefficient alpha and the internal structure of tests. Psychometrica, 16, 297-334.
3. Davis, K. (1957) Human Relations in Business, New York, McGraw-Hill.
4. Driscoll, J.W. (1978) Trust and Participation in Organisational Decision Making as Predictor of Satisfaction. Academy of Management Journal, 21, 44-56.
5. Locke, E.A. (1976) The nature and causes of Job Satisfaction in M.D. Dunnette (Ed.) Handbook of Industrial and Organisational Psychology, Chicago, Rand McNally.
6. Lodahl, T.M. and Kejner, M. (1965) The definition and measurement of job involvement. Journal of Applied Psychology, 49, 24-33.
7. Pestonjee, D.M. (1973) Organisational Structure and Job Attitudes, Calcutta, Minerva.
8. Pestonjee, D.M. (1981) Development of a Psychometric measure of Job Satisfaction, Indian Institute of Management, Ahmedabad.
9. Reddy, S. and Rajsekhar (1988) Clinical Aptitude, Job Satisfaction, Job Involvement of clerks. Creative Psychologists, 1(1), 66-73.
10. Saleh, S.D. and Hosek, J. (1976) Job Involvement: concepts and measurements, Academy of Management Journal, 19, 213-224.
11. Schuler, R.S. (1977) Role perception, satisfaction and performance moderated by organisational level and participation in decision making. Academy of Management Journal, 20, 159-165.
12. Sinha, D. (1974) Job Satisfaction and Job behaviour in S.K. Roy and Sreekumar Menon (Eds.) Motivation and Organisational Effectiveness, Sri Ram Centre, New Delhi.
13. Singh, A.P. and Pestonjee, D.M. (1978) Psychological Participation Index, Department of Psychology, Banaras Hindu University, Varanasi.

14. Van De Ven and Ferry Daniel L. (1980) Measuring and assessing organisation, New York, Wiley.
15. Verma, O.P. and Upadhyaya, S.N. (1986) Organisational Commitment, Job Involvement and Job Satisfaction. Indian Journal of Current Psychological Research, (1), 24-31.