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**Title**

**JOB INVOLVEMENT AMONG WHITE COLLAR  
EMPLOYEES**

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## **Introduction:**

Understanding, predicting, and improving employee behaviors are major aspects of a manager's job. Managers often try to influence work-related attitudes in order to create behavioral changes, relying on moderating variables such as the importance of the attitude, its specificity, its accessibility, whether social pressures exist between attitudes, and whether employees have direct experience with the attitude to impact what employees behaviorally do. This attitude-behavior relationship asserts that attitudes significantly predict future behavior by taking the previously mentioned moderating variables into account (Ajzen, 2001, 1996; Kraus, 1995; Sutton, 1998). To actually implement their decisions to influence employee attitudes, managers often enact various organizational and personal influence tactics. Most, if not all of these decisions are made under uncertainty and the effectiveness of some of these decisions remains questionable even after implementation. An alternative to the previously-mentioned active engagement process is the use of sensitivity analysis in which the user is allowed to play "what if," simulated games with a model to better understand the model's relationships and inherent tradeoffs (Fischhoff, Slovic, & Lichtenstein, 1979; Liberatore & Nydick, 2003; Walker & Fox-Rushby, 2001; Wallace, 2000).

Job involvement and affective commitment have each received attention as work-related attitudes and subsequent predictors of work-related outcomes such as intentions to leave an organization (Freund, 2005), professional commitment and ethical behavior (Leong, Huang, & Hsu, 2003), psychological ownership for the organization and performance (Van Dyne & Pierce, 2004), lower role conflict and role ambiguity (Clinebell & Shadwick, 2005), and an employee's readiness for change (Madsen, Miller, & John, 2005).

Job Involvement varies from person to person in accord to their occupational level. Employees who belong to high levels have more opportunities to be involved with their jobs. Job Involvement is the degree to which a person of identified psychologically with his work as importance of work in his total self-image. The person who is involved in job is highly motivated and feels a sense of pride in his work. In recent years it has been found that Job Involvement has become a necessity it on individual is to accept fully the organizational demand that placed upon him by his member ship in an organization. Patchen (1970); considered job involvement as a convenient table summarizing several characteristic that make the job more important and

potential more satisfying to the individual. The more of job-involvement in closely related to motivation. Involvement can result from the fulfillment of motivation and the new sources at involvement can generate other motivation to work is human state where competence and will to fuse together.

### **Definitions:**

Robinowitz Hall- 1977 defined Job involvement as a feed back variable both cause and an effect at job behavior .

Metha (1997) says that, autonomy, friendly, selections, supervisory behavior, trust and support leads to involvement which in turn increases Productivity.

Mauhein (1975): says that those involving in occupations requiring specific skills and abilities had higher Job involvement than other.

Lower Hall (1970): define Job involvement as the psychological identification with one's work. It is closely tied with work ethics, moral character and a sense of personal responsibility. The extent of involvement on the job is largely determined situational factors.

Lodhal and Kejner (1965) described Job involvement as the degree to which a person is identified psychologically with his work or the importance of in his total self-image.

Tanne Baum (1966) indicates that individual at higher rank are generally more interested with their in jobs than persons at lower levels.

### **Factors in Job Involvement:**

Education, Training, Experience, Vision, Perception, Attitude, Satisfaction, Initiative, Working condition, Mental effort, Physical effort, Visual section, Physical Hazards and Motivation.



## Review of Literature:

**Gcon and Kanugo (1960)** have conceptualized, job involvement is a concept related to job satisfaction. The notion of job involvement as having two components: The degree to which an individual is involved in a particular job and actively participates in it and a psychological state of identification, relative to other activities i.e. the importance of the work in the person's self-image.

**Babu Reddy's (1990)** study, no positive association was found between high job-involvement and positive attitude towards the management high-job-involvement and positive attitude towards the management personnel and the socio demographic variables viz, age, education, marital status number of dependents, salary and year of experience has not affected the job involvement of low medium and high scores.

**Roenkæ and Pulkinan (1995)** in their study indicate that job involvement is related to satisfaction with recognition achievement, and Responsibility although in each instance. The percentage of total variances in job involvement accounted for is relatively small. The Relation between job involvement and advancement are not quite significant. It also reveals that job involvement increase with increasing levels or satisfaction with motivator variables.

**Mishra (1996)** studied role overload as a moderator of the relationship between job involvement and job satisfaction. In case first level supervisors working in diesel locomotive works the results indicate that role, overload does not have a moderating effect on the relationship between job involvement and job satisfaction.

**Tesluck, Vances and Mathieu (1999)** studied a system based guided examination of employee involvement, in the context when the participative climate is present. The author proposed a theatrical multicross level model to examine the relationship between participative climates as they exist at the top and the middle organizational level and employee attitudes and behavior. Survey data from an organization consisting of 11 relatively autonomous districts further divided into 88 units were used to examine the relationship of organizational employee involvement, participative climates and individual work related affected as an involvement in employee involvement process.

Job involvement has been widely studied by industrial psychologists with special reference to employee's job satisfaction participation and performance. Job involvement indicates a person's psychological identification with one's job and work. The technique is to define that it is a process through which permanent communication and involvement mechanism is developed between each worker and management and through which an informal system is developed for the spontaneous involvement of each worker in the affairs of the enter prise.

### **Objectives of the Study:**

1. To study the Socio-demographic characters of the respondents.
2. To study the level of job involvement of the white collar employees.
3. To find out the association between the socio-demographic variables with various dimensions of job involvement.
4. To suggest suitable measures to enhance the level of involvement of the white collar employees.

### **Research Hypotheses:**

1. There is a significant difference among Job Status of the respondents and Job Involvement.
2. There is a significant difference among Educational Qualification and Job Involvement.
3. There is a significant difference among Age and Job Involvement.

### **Research Methodology:**

Descriptive research design has been adopted in this study. The purpose of choosing descriptive design is typically concerned with determining frequency with which something or how two variables vary together. This study is typically guided by an initial hypothesis. For this research study, the primary data was collected through questionnaire and personal comments

from the respondents. For this research study, the secondary data were collected from business journals, Internet, magazines, and news articles. The secondary data helped to structure the review of literature.

The study focuses on job involvement experienced by White Collar Employees (Advertising, marketing and media professionals). Judgment Sampling has been adopted in this study. The purpose of choosing judgment sampling is to exercise judgment or expertise, in choosing the elements to be included in sample because researchers believed that they are representative of the population of interest. 300 White collar employees were selected for the study. The study is undertaken in Chennai which is a capital city of Tamil Nadu. Questionnaires were used for collecting the primary data.

The questionnaire consisted of the following dimensions.

- Job Interest
- Job Importance
- On the job Involvement
- Off the job involvement

In this study, various tools were used for analysis the data collected. They are Chi-square test, t test, Variance (One way) Analysis, Karl Pearson's co-efficient of correlation.

### **Results & Discussions:**

The F value for job interest, job importance on the job involvement, off the job involvement and overall are 2.062, 0.611, 0.973, 1.177, 0.748 respectively and the P value is greater than 0.05 so there is no significant difference among various – job status of the respondents with regard to the various dimensions of job involvement namely, job importance, job interest, on the job involvement, off the job involvement and overall.

The F value for job interest, job importance, on the job involvement and overall are 0.939, 0.164, 0.188 and 0.236 respectively and the P value is greater than 0.05 so there is no difference among various educational qualification with regard to various dimensions of job involvement namely job interest, job importance, on the job involvement and overall. However



the F value for Off the job involvement is 4.346 and the P value is lesser than 0.05 so there is a significant difference among the educational qualification of the respondents with regard to job involvement in the dimensions of off the job involvement.

The correlation value for job interest, job importance, on the job involvement and overall 0.061, 0.161, 0.136, 0.077 respectively and the P value is greater than 0.05 so there is no significant relationship between age of the respondents and job involvement in the dimensions of job interest, job importance, on the job involvement and overall job involvement. However the correlation value for Off the job involvement is -0.234 and the P value is lesser than 0.05 so there is a significant difference among the age of the respondents with regard to job involvement in the dimensions of off the job involvement.

53.3% of the white collar employees have high level of job involvement in the dimension of job interest. 50% of the white collar employees have high level of job involvement in the dimension of job important. 53.3% of the white collar employees have high level of job involvement in the dimension of on the job involvement. 50% of the white collar employees have high level of job involvement in the dimension of off the job involvement and 50% of the white collar employees have high level of overall job involvement.

### **Suggestions and Recommendations:**

Effective communication system should be evolved between the employees and the management, so that there is two way exchanges of views and the employee may drive a sense of belongingness towards the organization.

There shall be an effective apparatus set up by the management so that the workers can participate in the management's decision making process.

The management can also create good working conditions towards the satisfaction of the workers induce the importance of the job the workers perform.

The management shall motivate the workers towards the importance of their work through various programmes.

The KAIZEN technique would be a live example which gives importance to trivial things so that improvement at large could be arrived at.

### **Conclusion:**

What this all suggests to managers is that affective commitment has greater leverage on employees' attitudes than does job involvement when it comes to impacting Apathetic employee mobility. Therefore, by focusing on strengthening affective commitment rather than job involvement, managers would produce the most beneficial changes in attitude and accompanying employee's behavior. However, negatively impacting an employee's affective commitment would produce dramatic changes in attitudes and subsequent behaviors as more employees would become apathetic.

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