Job Involvement in Relation to Organizational Climate: A Study on Government Employees

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Abstract: *The main objective behind this study is to examine the relationship between job involvement and organizational climate of government employees. The study also focuses on the gender differences on the basis of these factors. This study is conducted on 200 middle level male and female employees in total, belonging to urban domicile. A survey of government employees (aged 40-55) reveals that job involvement has significant positive correlation with organizational climate in total. Additionally, this relation found to be significantly correlated in case of both female employees and their male counterparts.*

Keywords: Job Involvement, Organizational Climate, Government Employees.

1. Introduction

Job involvement has been seen as influencing conflict through role segmentation, time and attention devoted to the job role. Job involvement is defined as "psychological identification with a job" (Kanungo, 1982). This definition shows that the person who is involved in his or her job, consider the job "as an important part of his self-concept" (Lawler & Hall, 1970) and that job "define one's self-concept in a major way" (Kanungo, 1982).

Frone and Rice (1987) suggested job involvement may increase role pressures and cause people to spend more time and attention being spent on the role, causing difficulties in filling the expectations of other roles.

According to Ramsey, Lassk and Marshell, (1995); Blau and Boal (1987) job involvement is grouped into four diverse categories. These categories are: -
1) Acknowledge work as main interest of life.
2) Active involvement in the job,
3) To perform, keeping the self-esteem in focus, and
4) To perform in sync with self-concept.
Marcus, Fernandes, and Johnson (2007) presented some practices that can enhance the level of involvement of the employee. They propose four elements for making the employee more involved in the job and with the organization.

- *Empowerment:* Empowerment refers to the degree of decision making that can be handled by the employee while working in the organization. These employees feel more confident in their ability and presume latitude over their work. Consequently, empowerment heightens employee autonomy in their work.
- *Information:* Information means data about the quantity and quality of business operations such as unit outputs, costs, revenues, profitability and customer reactions. This includes developing a system in the organization by which the employees become more informed about different aspects of the organization. In case of providing information it is also included that the feedback should be provided to the employee about his/her work.
- *Knowledge:* Knowledge is different from information. Information is the data about the company while knowledge refer to the level that the employee can evaluate and generate different inferences on these information. That can be done by providing the opportunities of training and development. The competency level of the employees should be enhance and upgrade to perform their duties wel4.
- *Rewards:* Rewards are the financial or non financial benefits provided to the employees against their services to enhance organizational performance. These rewards are also considered as an important tool to motivate the employees and consequently the employees involved with their work.

2. Consequences of Job Involvement

The point of interest in the term job involvement is the final consequences of this phenomenon that can be explained that if the workers put forth considerable efforts for the achievement of the personal and organizational objectives, this will lead to more productivity and the employee ultimately retain with the organization (Kahn, 1990; Kanungo, 1979; Lawler, 1986; Pfeffer, 1994). On the opposite side, the employees who are having low degree of involvement are more likely to experience low job satisfaction and inclined to leave the organization. Besides this if they remain with the organization they put their efforts towards non productive work or apply their energy in such activities that are not beneficial for the organization and the productivity decreases (Kanungo, 1979). These kinds of employees engage themselves in different undesirable activities. There are some empirical researches showing a relationship between different work outcomes and the degree of job involvement. For example, in a research job involvement has been observed to be negatively related to the turnover intention, positively related to organizational commitment and also related to the extra-role behavior and employee performance (Schaufeli and Bakker, 2004; Sonnentag, 2003).

They also observed that job involvement mediate the relationship between turnover intention and job resources. Job involvement has been observed to have a vital affect on different import outcomes. For job performance Lawler (1986), Kahn (1990) and Brown (1996) explained that

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different work behaviors of the employees are the consequences of job involvement and it is hypothesized that involvement ultimately impacts on employees' efforts and motivation, which in turn explained performance. Meta analysis by Brown (1996) estimated that the population correlation is non significant between the job involvement and overall performance but the population correlation to be significant between the job involvement and different combination measures of performance, although the coefficient was relatively small. In this situation, different researchers have tried to discover the reasons for the complex relationship between the job involvement and employee performance. On the similar task, Diefendorff, Brown, Kamin, and Lord (2002) described the reason that major previous researches were using the scale developed by either Lodahl and Kejner (1965) or Kanungo (1982). These scales were supposed to be contaminated by some extraneous constructs (Kanungo, 1982; Paullay et al., 1994). Diefendorff et al. (2002) argued that the positive association between the job involvement and performance can be found if the researchers used a more valid measure of job involvement. In a study by Individuals' own perceptions of the work environment constitute psychological climate at the individual level of analysis, whereas organizational climate has been proposed as an organizational or unit-level construct. When employees within a unit or organization agree on their perceptions of the work context, unit-level or organizational climate is said to exist (James & James, 2004; Joyce & Slocum, 2004).

There is a great importance of shared perceptions as underpinning the notion of climate (Anderson & West, 1998; Mathisen & Einarsen, 2004). Organizational Climate is often defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization while an organizational culture tends to be deep and stable (Isaksen & Ekvall, 2007).

The findings on the relationship of organizational climate and job involvement suggest some positive links. Researchers have reported psychological climate as a significant covariate of individual level outcomes such as job involvement, job satisfaction, in-role performance, and extra-role performance (Schneider and Snyder, 1975; Moorman, 1991; Brown and Leigh, 1996; Parker, Baltes, Young, Huff, Altmann, Lacost, and Robert, 2003). Specifically, Brown and Leigh (1996) observed that the experience of a favourable psychological climate would significantly accentuate an individual's clarity and attachment to his/her job and would add to his/her level of job involvement. Early researchers suggested that the social climate or atmosphere created in a workplace had significant consequences on employees' perceptions of the work context which influences the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organizational productivity (Likert, 1997; McGregor, 2000; Katz & Kahn, 2004). A large number of studies have consistently demonstrated relationships between unit or organizational climate and individual outcomes such as performance, satisfaction, commitment, involvement and accidents (Ostroff, Kinicki, & Tamkins, 2007).

## 3. Rationale of the Study

Today majority of the youth are logging for jobs and to get into government jobs they are almost struggling hard. Almost every youth desire for government job, the reason is clear, one can avail numerous benefits without facing any dire consequences on not doing the job properly, like in private jobs.

From the last few years it has been observed that the devotion of an employee towards job is getting lesser day by day. Even the complaints regarding organizational climate which includes organizational processes has been quadrupled in number. Job involvement and climate found to be positively correlated in many other areas but government organizations are still explored very less. Thus to make the condition of these government organizations better, study need to be conducted to solve the issues which employees and the organization as a whole are facing in giving their hundred percent to each other.

This study may help to find that issue, is there any link between job involvement and organizational climate which as a result effects their efficiency, or both factors are independent of each other and problems related to each of them need to be dealt in different ways. On the basis of gender keeping these factors in mind it would be easy to find out existing problems from roots and solution would be given accordingly. The results can make these governing bodies more efficient and reliable.

4. Purpose of the Study

This study sought to determine the relationship between job involvement and organizational climate. Sample taken is government employees of middle level of urban domicile in the city of Jaipur, state Rajasthan in India. Fig. 1 shows the correlational design.
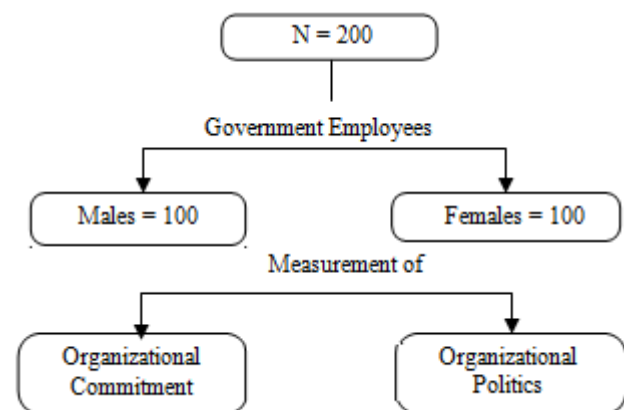
Order of administration of measurement device: - Randomly

Hypothesis
- There will be significant correlation between job involvement and organizational climate.
- There will be significant difference between male and female employees in reference to job involvement and organizational climate.

5. Research Method

The sample comprised of 200 employees of which 100 employees were males and 100 employees were females. Before conducting surveys permission was obtained from senior officials of the organization. To avoid potential bias like boredom, surveys, were conducted on different weekends. The questionnaires were distributed to the employees during their lunch time and asked them to complete the questionnaires. A pen worth about 20 was given to the participants as an incentive for participation.

Measures
It has been designed by Dr Santosh Dhar, Dr. Upinder Dhar and Dr. D. K. Srivastava (2001) to measure involvement of the employees in their related jobs. Norms for the scale are available on the sample of 371 executives working in private and public organizations. The reliability, validity and norms were developed on the basis of English version of the scale. Factor 1 is constituted of 6 items (1, 3, 4, 5, 6, 9) with total load of 4 .15108. This factor is constituted of 4 items (2, 7, 8, 10) with total factor load of 2.48539. This factor has covered 11.5 percent of total variance.

The scale which was used to test the organizational climate was developed by Dr. Sanjyot Pethe, Dr. Sushama Chaudhari and Dr. Upinder Dhar. The reliability coefficient was calculated using split-half method on a sample of 205 subjects comprised of executives and supervisors. The coefficient was 0.87. The inventory has 22 items. The scores obtained were subjected to factor analysis and four factors were identified. These are (1) Results, Rewards, and Interpersonal relations, (2) Organizational processes, (3) Clarity of Roles and Sharing of Information, and (4) Altruistic Behaviour. Factor 1 is measured by items 2, 3, 4, 5, 10, 11, 12, 14, and 15. Factor 2 is measured by items 13, 16, 17, 18, 19, 20, 21, and 22. Factor 3 is measured by items 6, 7, 8, and 9, Factor 4 is measured by item 1.

6. Results

The TABLE 1 shows a cross tabulation between job involvement and organization climate. The results indicate that there is a significant positive correlation between job involvement and organizational climate. Therefore the main hypothesis is proved.

Table 1: Correlation between Job Involvement and Organizational Climate of the Total Sample

Variables		Climate 1	Climate 2	Climate 3	Climate 4	Climate T
JIS 1	Correlation	.147*	.276**	.101	.042	.210**
JIS 2	Correlation	.091	.175*	-.025	.133	.121
JIS T	Correlation	.145*	.273**	.066	.082	.203**
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

Table 1 suggests that there is significant positive correlation at 0.05 level of factor1: Results, rewards and interpersonal relations of organizational climate with factor 1: Identification with the job and total of Job involvement. There is a strong significant positive correlation at 0.01 level between Factor 2: Organizational processes of organizational climate and Factor 1: Identification with the

job of job involvement. There is a strong significant positive correlation at the 0.01 level between organizational climate in total and factor 1: Identification with the job and total job involvement. There is a significant positive correlation at the 0.05 level between factor 2: Organizational processes, of organizational climate and factor 2: Job centricity, of job involvement.

Table 2: Correlation between Job Involvement and Organizational Climate in Female Employees

Variables		Climate 1	Climate 2	Climate 3	Climate 4	Climate T
JIS 1	Correlation	.024	.193	.029	.090	.163
JIS 2	Correlation	.071	.176	-.212*	.164	.084
JIS T	Correlation	.069	.112	-.050	.126	.155
* Correlation is significant at the 0.05 level (2-tailed).						

Table 4.8 suggests that there significant negative correlation at the 0.05 level between Factor 3: clarity of roles and sharing of information, of organizational climate and Factor 2: job-centricity, of job involvement.

Table 3: Correlation between Job Involvement and Organizational Climate in Male Employees

Variables		JIS 1	JIS 2	JIS T
Climate 1	Correlation	.239*	.084	.206*
Climate 2	Correlation	.315**	.202*	.310**
Climate 3	Correlation	.181	.120	.180
Climate 4	Correlation	.000	.110	.045
Climate T	Correlation	.279**	.155	.265**
** Correlation is significant at the 0.01 level (2-tailed).				
* Correlation is significant at the 0.05 level (2-tailed).				

Table 4 suggests that there is a significant positive correlation at the 0.05 level between factor1: results, rewards and interpersonal relations, of organizational climate and factor1: identification with the job and total job involvement; factor2: organizational processes, of organizational climate and factor2: job centricity, of job involvement. There is a strong significant positive correlation at the 0.01 level between factor2: organizational processes, of organizational climate with factor 1: Identification with the job and job involvement in total. There is a strong significant positive correlation at the 0.01 level between factor1: identification with the job, of job involvement and organizational climate in total; organizational climate in total and job involvement in total.

7. Discussion and Conclusion

First hypothesis states that there will be significant relationship between job involvement and organizational climate of government employees.

Results obtained give the figures (.203) which show strong significant positive relation at 0.01 level between job involvement and organizational climate, this proves our hypothesis. In support to the above mentioned hypothesis, there are also some studies which suggest that there is significant relation between job involvement and organizational climate.

Srivastava (1994) studied a group of executives and supervisors and reported that overall organizational climate

is positively related with job involvement and higher order needs (self esteem, autonomy, and self actualization) are related with job involvement.

Brown and Leigh (1996) in their study investigated the process by which employee perceptions of the organizational environment are related to job involvement, effort, and performance. The researchers developed an operational definition of psychological climate that was based on how employees perceive aspects of the organizational environment and interpret them in relation to their own well-being. Perceived psychological climate was then related to job involvement, effort, and performance in a path-analytic framework. Results showed that perceptions of a motivating and involving psychological climate were related to job involvement, which in turn was related to effort. Effort was also related to work performance. Results revealed that a modest but statistically significant effect of job involvement on performance became non significant when effort was inserted into the model, indicating the mediating effect of effort on the relationship. The results cross-validated well across 2 samples of outside salespeople, indicating that relationship can be generalized across these different sales contexts.

Mogaji, (1997) conducted a study aimed at finding the relationship between job involvement and organizational climate. Data were collected from 600 subjects which include 150 junior workers (120 males and 30 females), 30 supervisors (27 males and 3 females) and 20 managers (18 males and 2 females) totalling 200 subjects from each of the three manufacturing industries in Lagos, Nigeria. Analysing the data with a Pearson's product-moment correlation statistics, estimates between the 9 measures of organizational climate and job involvement were shown. The results indicated that structure and responsibility had significantly positive relations with job involvement. Reward had a positive but non-significant relation with it. Warmth climate had a significantly negative relation while risk, support, standard of performance, conflict and identity all had negative but non-significant relations with job involvement. Analysing the data further, the hierarchical/multiple regression of sex, occupational level, and type of industry, personal/demographic and organizational factors indicated that work satisfaction, age, type of industry and organizational climate variables like responsibility and warmth are the significant factors that can influence job involvement.

Considering second hypothesis focussing on male and female data separately, negative relation can be found only in between factor 2 of job involvement and factor 3 of organizational climate for females. However in case of males there is strong positive relation between factor 2 with factor 1 of job involvement and job involvement in total. Overall their organizational climate and job involvement has positive and strong significant correlation with each other. As per the questionnaires it can be said that males get away from their job if results are identified as the only factors for evaluating employees. They do not like to accept criticism even if it is constructive. If government employees do not prefer any new ideas, they want to follow the same way which has been followed from years and they prefer to keep

problems confined to themselves that makes them focused and involved in their jobs whereas, females reflect figures which contrast to male figures. They get involved in their job if they are having cooperative, reliable, and healthy environment. Females can do their job with ease and interest if their jobs are not confined and where sharing of information is less appreciated. Due to their emotional inclination if their organization gives them homely feeling in any way or they have good relations with seniors to discuss their problems they try to give them their best to their job.

Males believe in development at personal as well as team level, in learning from seniors and in trusting the other employees in organization as it helps them to be strongly motivated and get involved in job. Overall, for male government employees organizational climate plays an important positive role to get them into the job.

8. Limitations

One of the aims of the present study was to find the relationship between job involvement and organizational climate of the government employees. Instead of taking only job involvement as a variable, if relationship between job interest had also been taken into consideration then individual attitude towards job have been identified well which would have helped in finding more detailed view of the study. There are certain limitations of the study which can be taken for further research. The organizational climate of the employees could have been measured by Chattopadhyay & Agarwal's Organizational climate inventory to measure eleven areas:- performance standards, communication flow, reward system, responsibility, conflict resolution, organizational structure, motivational level, decision making process, support system, warmth and identity problems in detail.

9. Applications of the Study

Government sector is an important sector which handles country's major issues. While dealing with organizational and employee related issues this research may help in finding out actual situation and can give proper solution to it. In addition, organizational climate can be made favourable to get the proper outcome from the employee.

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