

Factors Associated with Job Involvement: A Study of Commercial Bank People in Bangladesh

Dr. Kazi Fayz Ahamed¹

Md. Tarikul Islam²

Abstract

Involvement of people to their job is very much crucial toward the productivity maximization for any firm and this involvement is affected by multiple issues related to the job either directly or indirectly. With the secondary data from various published sources and primary data from 385 respondents from commercial banks in Bangladesh, this study concludes that people in commercial banks in Bangladesh are highly involved with their job mainly because of job satisfaction. However, some people are not involved to the job quite enough because of their perception that job can't be the single most important thing in life; there are lots of other important issues in life.

Keywords: *Job Involvement, Job Attitude, job Satisfaction, Commercial Banks, Managerial People, Non managerial People*

1.0. Introduction

The role of banking sector is very significant in the socio-economic development of any country and Bangladesh is not an exception. On the other hand, the development of the banking sector depends on efficient and enthusiastic people. This efficiency and enthusiasm of the people is the outcome of job involvement. For the betterment of the banking sector of the country, job involvement should be investigated.

Job involvement is defined as "psychological identification with a job" (Kanungo, 1982). This definition implies that a job-involved person sees his/her job "as an important part of his/her self-concept" (Lawler & Hall, 1970), and that jobs "define one's self-concept in a major way" (Kanungo, 1982). It represents the extent to which an individual is personally involved with his or her work role. Job involvement frequently includes identifying with the job, actively participating in the job, and

¹ Associate Professor, Department of Management, Dhaka Commerce College, Dhaka- 1216
Email: dr.kazifayz@gmail.com

² Assistant Professor, Department of Finance & Banking, Jahangirnagar University, Savar,
Dhaka-1342 Email: imtarikul@gmail.com

perceiving job performance to be important to self-worth (Blau, 1985; Rabinowitz & Hall, 1977). It is an attitude toward the work role and its context. Conceptual definitions of job involvement have been of two basic types (see, e.g., Lodahl and Kejner, 1965; Rabinowitz and Hall, 1977). One regards it as reflecting the degree to which a person's sense of esteem is affected by job performance. The other views it as the centrality of work and the job context to the individual's self image. Researchers and theorists have equated job involvement, directly or indirectly, with such constructs as work centrality, employee morale, intrinsic motivation, job satisfaction, and the Protestant work ethic (Rabinowitz and Hall, 1977). According to Newstrom and Davis (2002) job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives. It is the degree to which an employee identifies his/her job, actively participates in it, and considers his/her job performance important to his/her self-worth.

Lots of studies have been conducted on the issue. Ahamed and Rahman (2011) revealed that public and private sector bank officers and non-officers have the same average score of job involvement, job satisfaction, job stress, Job Descriptive Index (JDI)-work, supervision, co-workers and social life. The average score of propensity to quit the job of public sector bank officers is higher than that of private sector bank officers, but public and private sector bank non-officers have the same average of propensity to quit the job score. Public and private sector bank officers have the same average of happiness of personal life and family life, but the average happiness score of personal life and family life of private sector bank non-officers is higher than that of public sector bank non-officers.

Ali (1999) found that the perceived job characteristics of garment workers under study are significantly related to their job involvement, intrinsic motivation and satisfaction. In the core dimensions of job characteristics, autonomy and task significance are also found not to be significantly related to pay and security satisfactions. Haque (1995) conducted a study in the jute and textile sectors among the mid-level male industrial managers and found that job satisfaction and job involvement are positively correlated and it identified salary as the most contaminating factor in this relationship. In a study about the effects of organizational climate on job involvement, job satisfaction, and personality of mid-level managers, Jahan & Haque in 1994 found significant influence of organizational environment on job satisfaction of managers. In 1993 study of them, Jahan and Haque concluded that

job satisfaction of mid-level managers in private organization is better than those of their counterparts in public sector organization in Bangladesh.

Singh and Pestonjee (1990) conducted a research on job involvement, sense of participation and job satisfaction in banking sector in India and revealed that level of occupation has a significant impact on job satisfaction for both officers and clerks. Clerks were more satisfied in job area and social relation area than officers in terms of job satisfaction. The study also indicated that job satisfaction was influenced by both environmental factors and sense of participation. In 1988, Singh and Kumar found positive impact of job involvement on job satisfaction but job involvement did not report any impact on performance and absenteeism. Arnold and Feldman (1982) concluded that young workers have limited job tenure, lack of commitment to organization and perception of job insecurity leads to search for alternative jobs. Rosenzweig and Porter (1979) showed that job involvement is positively correlated with work-effort, efficiency and performance. Robinowitz and Hall (1977) found that Job involvement increases job satisfaction, reduces employee turnover, and increases motivation for hard and persistent work.

Various studies found that job involvement has been clearly linked to absenteeism (Blau, 1986; Farrell & Stamm, 1988; Shore, Newton, & Thornton, 1990; Scott & McClellan, 1990), and to turnover or intent to leave (Baba and Jamal, 1991; Huselid and Day, 1991; Ingram, Lee, and Lucas, 1991; Shore, Newton, and Thornton, 1990). However, major focus goes to the correlation in between job involvement is job satisfaction and both were found related significantly and strongly (Baba & Jamal, 1991; Elloy, Everett, and Flynn, 1991; Gerpott, 1990; Mathieu, and Farr, 1991; Paterson and O'Driscoll, 1990; Shore, Newton, and Thornton, 1990).

In this study, the factors affecting the job involvement of the people in the banking sector of Bangladesh has been investigated to know more details of the mechanism. Job involvement scale developed by Lodhal and Kejner in 1965 has been used in the investigation.

2.0. Research Methodology

The research incorporates both primary and secondary data. Secondary data has been collected from varied published sources like journals, books, Internet publications, company publications etc. Primary data has been collected from 385 commercial bank people through a structured questionnaire. Two public and twenty private commercial banks from Dhaka, Chittagong, and Rajshahi have been selected for the study and from these banks to collect data both managerial and non managerial people have been considered. In case of branch selection, both foreign and local banks with conventional or/and Islamic banking have been considered. To collect

primary data, the respondents were asked to express their degree of agreement/disagreement for the following six statements with the scale given below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

No	Statement
01 (V1)	The major satisfactions in my life come from my work
02 (V2)	The most important things that happen to me involve my work
03 (V3)	I am really a perfectionist about my work
04 (V4)	I live, eat and breathe my work
05 (V5)	I am very much involved personally in my work
06 (V6)	Most things in life are more important than work

Reliability of the scale has been assessed by using test-retest reliability approach and validity has been assessed by examining content (face) validity.

In determination of sample size, the research assumes normal distribution in population and the total number of population in this case (for two public and twenty private commercial banks) is 77165 (Source: Bank O Arthik Protithaner Karjaboli, 2007-2008). Now as the population is normally distributed the probability of success or failure is equal i.e. $p = q = 0.5$. With the fact that the size of populations is 77165, the sample size

The desired sample size ‘n’ would be $n =$

$$\frac{pqz^2}{D^2}$$

Where, n = size of the sample

p = estimated proportion of successes, here it is 50% i.e., 0.5

$q = 1 - p$, or estimated proportion of failures, i.e., $1 - 0.5 = 0.5$

z = standard normal deviate, usually set at 1.96 corresponds to 95% confidence limit

D = levels of precision, here it is 0.05.

Therefore, the sample size $n = \frac{pqz^2}{D^2}$

$$\begin{aligned}
 &= \frac{0.5(0.5)(1.96)^2}{(0.05)^2} \\
 &= 384.16 \\
 &= 385 \text{ rounded to the next higher integer}
 \end{aligned}$$

The sample i.e. 385 respondents have been distributed proportionately among the public and private commercial banks selected for the study purpose. The total number of people of the selected public sector commercial banks is 35,415, i.e., $N_1 = 35,415$, (having Managerial people 18,343, i.e., 51.79% and Non-managerial people 17,072, i.e., 48.21% of the total selected public sector commercial banks people). On the other hand, the total number of people of the selected private sector commercial banks is 41,750, i.e., $N_2 = 41,750$, (having Managerial people 32,512, i.e., 77.87% and Non-managerial people 9,238, i.e., 22.13% of the total selected private sector commercial banks people).

Hence, the overall sampling fraction is $f = \frac{n}{N} = \frac{385}{77,165} = 0.0050 = 0.50\%$

Thus, employing the formula $nh \propto Nh$, or, $nh = \frac{n}{N} \times Nh$ ($h = 1,2$)

For public sector bank people, i.e., $n_1 = \frac{n}{N} \times N_1$

$$\begin{aligned}
 &= \frac{385}{77,165} \times 35,415 \\
 &= 176.70 = 177 \text{ rounded to the next higher integer}
 \end{aligned}$$

(Managerial people = $177 \times 51.79\% = 91.67 = 92$ rounded to the next higher integer, and Non-managerial people $177 \times 48.21\% = 85.33 = 85$ rounded to the integer)

For private sector bank people, i.e., $n_2 = \frac{n}{N} \times N_2$

$$\begin{aligned}
 &= \frac{385}{77,165} \times 41,750 \\
 &= 208.30 = 208 \text{ rounded to the integer}
 \end{aligned}$$

(Managerial people = $208 \times 77.87\% = 161.97 = 162$ rounded to the next higher integer, and Non-managerial people $208 \times 22.13\% = 46.03 = 46$ rounded to the integer)

3.0. Results and Discussions

Collected data has been analyzed with factor analysis model to pick out the factors contributing to the job involvement for the commercial bank people in Bangladesh. Following is the details of the major findings followed by corresponding analyses.

3.1. Profile of the Respondents

About 66% of the respondents are managerial people while 34% hold non managerial positions in banks. Most of the respondents (77.9%) who hold the managerial positions are from private commercial banks. Table-01 details the scenario.

Table-01: Positional Statistics of Respondents

Sector	Status	Frequency	Relative Frequency
Public	Managerial	92	52.0%
	Non managerial	85	48.0%
Private	Managerial	162	77.9%
	Non managerial	46	22.1%

Around 72% of the respondents are male while 28% are female. Among the respondents about 79.5% are married and the rest are unmarried.

Table-02: Gender and Marital Status of Respondents

Gender		Frequency	Relative Frequency	Marital Status		Frequency	Relative Frequency
	Male	276	71.7%		Married	306	79.5%
	Female	109	28.3%		Bachelor	79	20.5%

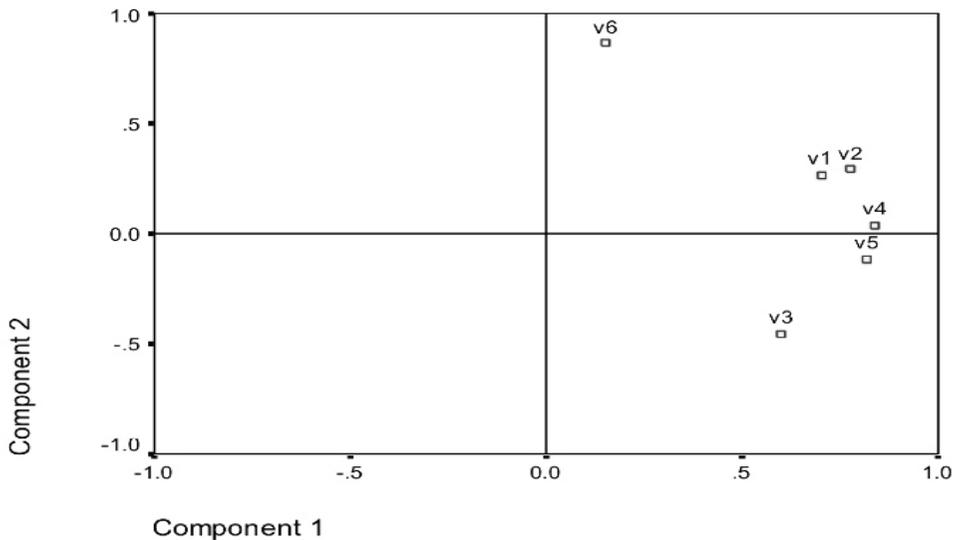
3.2. Factors Influencing Job Involvement

After processing the variables with the factor analysis model, two factors have been found. Out of six variables, five are attached with factor one while the remaining variable is attached with the second factor. From the output of factor analysis, it has been found that job satisfaction of the employees is one of the major factors behind the job involvement of the people. Following rotated component matrix explains the issue.

Rotated Component Matrix		
	Component	
	1	2
V1	.702	.266
V2	.777	.290
V3	.600	-.457
V4	.840	.037
V5	.819	-.115
V6	.152	.865

Figure-01 shows more details about the attachment of the variables toward the factors i.e. component 1 and component 2 in this case.

Figure-01: Component plot in rotated space



3.3. Description of the Model

The model shows that there are two factors influencing the job involvement of the people in commercial banks in Bangladesh and job satisfaction variable plays an important role in that. This section of the paper explains the various outputs of factor analysis to prove that the result is a correct indication of reality.

At the beginning, correlation matrix shows that the variables are correlated to each other and based on that the research moves on to the result of KMO test and Bartlett's Test of Sphericity.

Correlation Matrix							
		V1	V2	V3	V4	V5	V6
Correlation	V1	1.000					
	V2	.537	1.000				
	V3	.171	.310	1.000			
	V4	.515	.563	.400	1.000		
	V5	.464	.519	.403	.615	1.000	
	V6	.156	.271	-.043	.151	.048	1.000

The value of KMO test is 0.797 which is much higher than the required minimum of 0.50. Therefore the data has sampling adequacy. Bartlett's Test of Sphericity signals that the factor analysis is an appropriate test for the data at hand with very big Chi-Square value (661.933) at significant level.

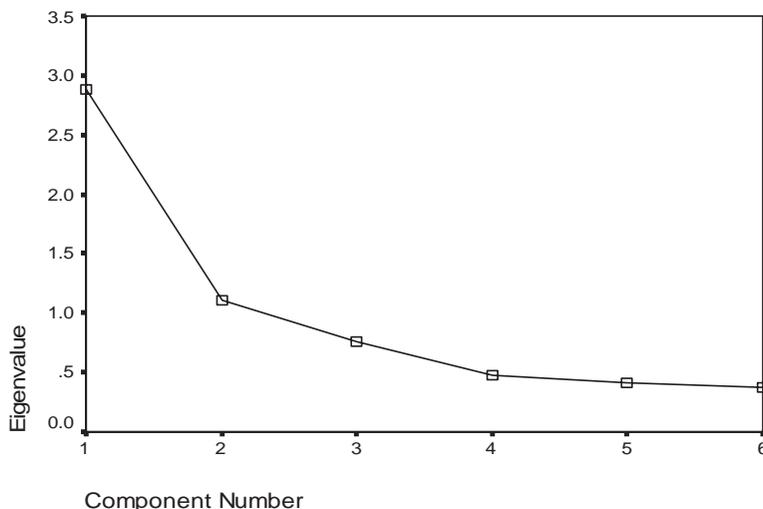
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.797
Bartlett's Test of Sphericity		Approx. Chi-Square
		Df
		Sig.
		661.933
		15
		.000

The Total Variance Explained section presents the number of factors extracted, the eigenvalues associated with these factors, the percentage of total variance accounted for by each factor, and the cumulative percentage of total variance accounted for by the factors. Using the criterion of retaining only factors with eigenvalues of 1 or greater, two factors were retained which cumulatively represent a total variance of 66.358% which is higher than the required minimum 60%.

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.880	47.996	47.996	2.855	47.591	47.591
2	1.102	18.362	66.358	1.126	18.767	66.358
3	.755	12.581	78.939			
4	.477	7.950	86.889			
5	.416	6.941	93.830			
6	.370	6.170	100.000			

The scree plot for the case also supports the case; it recommends two factors. Fig-02 shows the scenario in full details.

Figure-02: Scree plot and the recommended number of factors



4.0. Conclusion and Recommendation

In exploration of the factors affecting job involvement, this study reveals two factors associated with it. Out of six items which were in the scope of the study, five loaded on Factor-01 which shows that the people of the banks are very much involved in their work because of their high level of job satisfaction. On the other hand, opposite result comes from Factor-02. Only one item loaded on this factor and the factor shows that people also think that there are other important issues in life in addition to work. Therefore work does not get the most important status followed by less involvement with the job.

However, there is a significant difference in attitude how people perceive various issues influencing their job involvement. When asked to rank the factors or issues influencing their job involvement with some common factors or issues, people in the management positions of public commercial banks find poor salary and allowances, delay and in some cases no promotions, corruption and nepotism in management, excessive pressure of work, and nature of job respectively as top five job related problems. On the other hand, private commercial banks' management people think excessive pressure of work, nature of job, poor salary and allowances, delay and

scarcities of promotions, corruption and nepotism in management are their five major problems in order of appearance. Similar studies with people in non managerial positions in public commercial banks find delay and scarcities of promotions, poor salary and allowances, excessive pressure of work, corruption and nepotism in management, and nature of job are major problem with them in order of appearance. Finally, people in the non managerial positions in private commercial banks rank the factors in the order of nature of job, poor salary and allowances, excessive pressure of work, delay and scarcities of promotions, like harmonious relationship among the people in management.

Therefore, influencing factors for job involvement remain more or less similar with both public and private commercial bank people. But which factors affect whom and in what extent is quite different. It strongly recommends the careful and customized policy development rather than one in all to make people more engaged and involved with their job in banks.

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