

Job Involvement is dependent on Job Satisfaction : A study of the Private Sector Banks in Guwahati

Ms. Junumoni Das, Research Scholar, Dept. Of Business Administration, Gauhati University, Guwahati, India.

junumoni_das@yahoo.co.in

Prof. P.K Jain, HOD, Dept. of Business Administration, Gauhati University, Guwahati, India

pkjain60@gmail.com

Abstract - Job Involvement acts as an indicator of the level of engagement of an employee in an assigned job as this is significantly important for greater organizational success. Studies reveal that job involvement is negatively related to intentions to quit and positively associated with job satisfaction. This study tries to identify the existence of dependency of this indicator on the overall satisfaction of the employees of the private sector banks of Guwahati. Initially the factors of importance for the employees have been identified through review of literature and personal interaction and thereafter bankwise variation in the level of satisfaction of the employees with respect to the factors have been established. The study aims to measure the level of involvement among the employees with the help of nine selected predictors and thereafter the existence of relationship between the predictors and overall job satisfaction have been established. The study aims to prove the dependency of the Job involvement on job satisfaction wherein a significant relationship has been established through various statistical tools.

Key words: Job involvement, level, Overall satisfaction, dependent, relationship, and predictor.

I. INTRODUCTION

Theoretically Job involvement is considered as an employee's attitude w.r.t. ones job which is reflected in his/her keenness, excitement, commitment and importance given to a particular job. It has a significant positive impact on an individual's productivity resulting in the higher achievement of organizational goal. Infact for an work involved person, his/her job becomes an important part of his/her life. An involved employee tends to be more explorative as well as productive. Werner (2007:335) as cited in Toga & Mjoli (2012) stated that only satisfied employees are likely to display positive behaviour towards their job that contributes to the overall growth of the organisation. Therefore organizations must concentrate on maximizing employees satisfaction and involvement towards their jobs. Various studies have already predicted the existence of a strong relationship between Job satisfaction and involvement which in turn affects organizational growth. Infact it can be interpreted that it is important for an employee to be satisfied with ones job at first for greater involvement towards it.

II. LITERATURE REVIEW

According to Gorn & Kanungo, 1980 (as cited in Singh and Pestonjee, 1990) job involvement has two components:

- The degree of participation in a particular job, and
- The importance of work in the person's self image.

As cited in Zhang,2013, (Lawler,1986) stated that most of the Organizational researchers from all over the world consider job involvement as an important factor which influence both employees' as well as organizational outcomes.

According to Sekaran (1989) when people get involved in their jobs, they spend greater amounts of time and energy at the work place. That is, the more the employees engage in work behavior because of job involvement, the greater will be their interactions with and explorations in the work environment. As employees explore their work environment, have success experiences, and gain mastery at work, they develop a sense of competence or confidence in their own competence. Because of this psychological success feelings, they are likely to get even more involved in their work in anticipation of experiencing greater successes and more mastery. In essence, job involvement will lead to a sense of competence, and greater sense of competence will lead to further job involvement or ego-investment in the job.

Wyk, Boshoff& Cilliers (2003) in their study established a significant positive relationship between job involvement and job satisfaction. As cited in their study, although many previous studies used diverse instruments for measuring the relationship, they also confirm a positive significant relationships between job satisfaction and job involvement (Adams, King, & King, 1996; Batlis, 1980; Brown, Cron & Leigh, 1993; Feldman & Turnley, 1995; George, 1995; Harris & Mossholder, 1996; Heaven, 1994; Holton &

Russel, 1997; Jamal & Badawi, 1995; Jenkins & Maslach, 1994; Mael & Tetrick, 1992; Mishra, 1997; Newcombe, 1997; Parasuraman & Alutto, 1984; Riipinen, 1994; Riordan & Griffeth, 1995; Rosin & Korabik, 1995; Siegall & McDonald, 1995; Smart, 1998; Smith & Tisak 1993; Strümpher, 1997).

III. RESEARCH METHODOLOGY

Research Frame: Private sector banks located in Guwahati

Sampling Technique: Random sampling Technique

Sample size: 300

Research Tools: Data collected were analyzed through descriptive statistics, Pearson Correlation, Regression and Chi-square test using SPSS

Banks: ICICI, IndusInd, Axis, HDFC, Yes Bank, Bandhan, South Indian bank etc. As per latest report, among the top ten private sector banks in India HDFC banks has been ranked in the number one position in India followed by ICICI, Axis, Yes Bank, IndusInd. Besides these top ranking banks, data was also collected from other banks like South Indian, Kotak Mahindra, Bandhan etc. Therefore, a comparative analysis was done to determine the difference in the level of job satisfaction among the employees of some of the top ranking private banks of India as well as other banks which are yet to be ranked or considered low profile.

Data Collection tools:

A two part questionnaire was used to collect data from the target sample. Part-A of the questionnaire tapped data related to the name, organization and demographic profile of the respondents such as age, gender, qualification, job grade and tenure in the organization. Part- B of the questionnaire was designed in 5-point likert scale for identifying the factors of importance along with its level of satisfaction among the employees. Altogether fifteen variables were selected for the study which were subjected to factor analysis for identifying the factors of importance for the employees. The parameters selected for measuring job involvement were extracted from the studies of various researchers and through personal interaction with the employees of various private banks. Questionnaire included 6 questions arranged in 3-point scale & 3 statements in 5-point likert scale. 3- pointer scale included responses like "always", "sometimes" or "never". Some others had "Often", "seldom" or "never" and "always", "sometimes", "never" depending on the type of information to be extracted from the respondents.

Demographic profile of the Respondents: Out of the total 300 respondents 59% of the respondents were male and remaining 41% female. Majority of the respondents i.e. 57% were within the age group of (25-30) whereas 34% were within the age group (31-35). Rest 6% were within

(36- 40), 1% within (41-45) and .7% within (46-50). This shows that majority of the employees were young energetic individuals which can prove to be highly productive. 59% of the employees belonged to the managerial level and remaining 41% to the non-managerial grade. On the other hand 57% of the employees were Post- graduates and 43% were Graduates.

Objectives:

- To identify the banks which are able to provide greater job satisfaction to its employees.
- To measure the level of involvement among the employees of the identified banks.
- To study the relation between overall Job satisfaction and Involvement among the employees.
- To determine the impact of Job satisfaction on the overall involvement of the employees.

Hypothesis:

H1: Banks with greater employee satisfaction shows higher involvement among their employees towards their assigned job.

H2: Job involvement is directly dependent on Job satisfaction.

Out of fifteen variables, ten variables have been identified as factors of importance through factor analysis for the employees of the private sector banks in Guwahati. These include: Scope for career growth, Participative culture, Performance based Incentive, Training, Supportive Superior, Role clarity, Welfare Benefits, Job Esteem, Working Environment and Work-life balance.

Impact of the identified factors on overall job satisfaction

Based on the correlation coefficient i.e the r- value, the impact of the identified factors on overall satisfaction was measured. Among the ten factors Job Esteem is found to have highest impact on overall satisfaction with $r=.755$ followed by Participative culture, Role clarity, Welfare benefits, Working environment, Supportive superior, Work-life balance, Performance based incentive, Training and Career growth.

A difference in the level of satisfaction was found in the study among the various private sector banks of Guwahati. Employees of YES Bank was found to be most satisfied w.r.t. all the factors contributing towards greater overall Job satisfaction. This was followed by HDFC. But employees of banks like ICICI, AXIS and INDUSIND shows comparatively lower satisfaction. On the otherhand employees of Other banks which are not considered as the top ranking banks shows more satisfaction towards the factors than the top ranking banks like ICICI, AXIS and INDUSIND. Therefore it can be concluded that a bank may

occupy the topmost position but its employee’s satisfaction level in the job may not be equally high.

H1: Banks with greater employee satisfaction shows higher involvement among their employees towards their assigned job.

The questions that were used for extracting information’s w.r.t determination of Job involvement of the respondents of the private sector banks of Guwahati were based on: “how frequently do they remain absent?”, “Duration of their lunch breaks”, “Whether involved in gossips during work?”, “Desire of staying in the office for the entire day?”, “Do they prefer working on holidays if required?”, “Would they prefer to work beyond schedule timing without extra payment?”. Besides this attitudinal statements were designed in 5-point likert scale. These statements were-“I Feel encouraged to contribute more towards the organization”, “I am innovative for greater benefit of the organization” and “I avoid taking extra duties and responsibilities, if asked, for organizational benefit”.

Hence the predictors selected for measuring the involvement of the employees towards their job are as follows:

1. Frequency of taking leaves i.e. rate of absenteeism
2. Duration of lunch breaks
3. Involvement in gossips
4. Desire of staying in the office for the entire day

5. Willingness of working on holidays if asked for
6. Willingness to work beyond schedule timing without extra payment

Based on the responses received against the set questions, the relationship of the identified factors with job involvement is analyzed. Frequency of the Descriptive statistics applied proved the relationship separately for each question.

1. Rate of absenteeism: Through distributive frequency analysis overall involvement is predicted among the employees as 68% of the employee’s shows low rate of absenteeism. On the otherhand if we evaluate bank wise we find that around 88% of the HDFC employees seldom prefers absenteeism which might be unavoidable and circumstantial. 50% of the Yes bank employees shows low rate of absenteeism wherein we see found Yes bank to have highest satisfied employees followed by HDFC. Low rate of absenteeism has been proved in many studies as a predictor of Job involvement. On the otherhand employees of the banks like ICICI, AXIS and INDUSIND although seem to have satisfaction level lower than the top ranking banks but their involvement towards their job is higher than them as their rate of absenteeism is lower.

Blau (1986); Blau, & Boal (1987) in their study proved that employees with high level of job involvement shows low level of unexcused absences compared to employees who have lower levels of job involvement.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Very often	9 12.9%	8 19.0%	6 9.5%	10 25.0%	1 2.2%	7 17.5%	41 13.7%
Often	3 4.3%	4 9.5%	21 33.3%	10 25.0%	5 11.1%	12 30.0%	55 18.3%
Seldom	58 82.9%	30 71.4%	36 57.1%	20 50.0%	39 86.7%	21 52.5%	204 68.7%
Total	70 100.0%	42 100.0%	63 100.0%	40 100.0%	45 100.0%	40 100.0%	300 100.0%

2. Duration of lunch breaks:

The question for this factor included quantitative responses like “15min”, “30min”, “60min” and “90”. This question indicates that if an employee avails more time in taking lunch means his involvement level is less. We find that majority of the respondent’s i.e. 55% preferred 30 minutes lunch break whereas 41% preferred 15 minutes. Thus in average we can conclude that most of the employees utilize a very reasonable time in lunch breaks which indirectly establishes their involvement in their job. Even if we analyze bankwise we find maximum employees availing 15-30 minutes lunch break which is very reasonable.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
15 min	27 38.6%	23 54.8%	29 46.0%	10 25.0%	12 26.7%	22 55.0%	123 41.0%
30 min	41	18	29	28	32	17	165

	58.6%	42.9%	46.0%	70.0%	71.1%	42.5%	55.0%
60 min	2	1	5	2	1	1	12
	2.9%	2.4%	7.9%	5.0%	2.2%	2.5%	4.0%
Total	70	42	63	40	45	40	300
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

3. Involvement in gossips:

Regular and prolong workplace gossip lessens employees involvement time towards one assigned task because employees takes time away for it from their work which results in delayed or incomplete performance that affects the overall productivity of the organization. Employees who is focused in gossip at workplace during working hours tends to be less focused towards their job. In the present situation 57% of the total respondents responded as “never”, 26% as “seldom” and 16.7% “often” indicating that majority of the employees in private sector banks are never involved in gossips for time pass. Infact they can be considered as being involved to their assigned job. If we consider Bankwise also a very less number of employees who intends to be involved in gossips during work i.e. majority of the employees tend to be more involved.

	Bank name						Total
	ICICI	INDUSLAN D	AXIS	YES BANK	HDFC	Others	
Often	12	2	10	16	4	6	50
	17.1%	4.8%	15.9%	40.0%	8.9%	15.0%	16.7%
Seldom	23	20	12	0	11	13	79
	32.9%	47.6%	19.0%	.0%	24.4%	32.5%	26.3%
Never	35	20	41	24	30	21	171
	50.0%	47.6%	65.1%	60.0%	66.7%	52.5%	57.0%
Total	70	42	63	40	45	40	300
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Pollock (1997) in his study defined Job involvement as the enthusiasm of a person towards his or her job. The following factors like Desire of staying in the office for the entire day, Willingness of working on holidays if asked for, Willingness to work beyond schedule timing without extra payment along with factors 8,9 and 11 predict their enthusiasm of an individual towards ones job.

4. Desire of staying in the office for the entire day:

55% of the respondents always prefer to stay in the office for the entire.7% never wants to stay in office for the entire day means they prefer to remain whatever may be the cause. This indicates less involvement towards ones job unless engaged in official assignments. But in the present study it seems that there is involvement among majority of the people. This factor is exploratory in nature as it has been extracted through personal interaction but is related to the predicted factor of Pollock (1997) i.e. enthusiasm.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Always	35	25	26	25	32	22	165
	50.0%	59.5%	41.3%	62.5%	71.1%	55.0%	55.0%
Sometimes	33	14	30	10	10	17	114
	47.1%	33.3%	47.6%	25.0%	22.2%	42.5%	38.0%
Never	2	3	7	5	3	1	21
	2.9%	7.1%	11.1%	12.5%	6.7%	2.5%	7.0%
Total	70	42	63	40	45	40	300
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

5. Willingness of working on holidays if asked for:

Normally the job schedule of the private sector banks are very hectic, therefore it is very difficult for an employee to consent for dedicating an off day for the organization as it becomes stressful. 59% responded in the negative direction i.e. they would never prefer to work on holidays if required indicating a low level of involvement towards their job. On the otherhand 35% of the total respondents have shown a willingness to work on holidays sometimes if required.

But if we compare bankwise we find that 35% of the Yes bank employees responded “always” showing willingness to work on holidays whenever asked for whereas this attitude is found to be nil in HDFC, ICICI, AXIS and other banks. On the contrary 50% of Other bank employees, 41% of Axis bank, 30% of ICIC bank, 29% of IndusInd bank and 30% of Yes bank employees have shown a willingness to work on holidays sometimes.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Always	0 0.0%	4 9.5%	2 3.2%	14 35.0%	0 0.0%	0 0.0%	20 6.7%
Sometimes	21 30.0%	12 28.6%	26 41.3%	12 30.0%	13 28.9%	20 50.0%	104 34.7%
Never	49 70.0%	26 61.9%	35 55.6%	14 35.0%	32 71.1%	20 50.0%	176 58.7%
Total	70 100.0%	42 100.0%	63 100.0%	40 100.0%	45 100.0%	40 100.0%	300 100.0%

6. Willingness to work beyond schedule timing without extra payment: Inspite of heavy work stress of the employees of private sector banks, 56% of the employees have shown their willingness to work beyond schedule timing sometimes without any extra payment. This shows that they have involvement to their job for which they are at times willing to sacrifice a holiday for organizational benefit. Infact this attitude is found highest i.e. 74% among Other banks which are are not yet considered as the top ranking banks of India. Bankwise comparative analysis shows 40% of the Yes bank employees shows their willingness to always work beyond schedule without extra payment which is not found in rest of the banks.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Always	5 7.1%	7 16.7%	3 5.0%	16 40.0%	4 8.9%	1 2.6%	36 12.2%
Sometimes	42 60.0%	18 42.9%	31 51.7%	21 52.5%	25 55.6%	29 74.4%	166 56.1%
Never	23 32.9%	17 40.5%	26 43.3%	3 7.5%	16 35.6%	9 23.1%	94 31.8%
Total	70 100.0%	42 100.0%	60 100.0%	40 100.0%	45 100.0%	39 100.0%	296 100.0%

The second set of statements tapped to derive information related to the following:

- 7. Desire on greater contribution towards job
- 8. Contribution by being innovative
- 9. Intension of avoiding responsibilities

These factors were arranged in statements to measure the attitude of the employees towards their job because attitude plays a major role in affecting the productivity of an individual w.r.t. to his job. If an individual shows desire of contributing more towards his job, tries to be more creative or innovative for greater output or doesn't show a tendency of escaping from extra responsibilities then such an individual can be concluded to be involved towards ones assigned job. This somewhat refers to enthusiasm of the person towards ones job which has been considered as a factor for involvement.

7. Desire on greater contribution towards job

36% responds “highly agree” and 41% responds “agree” towards their desire of contributing more towards their job. If we see bankwise 60% Yes bank employees highly agree towards the desire of contributing more towards ones job. On the otherhand majority of the employees of rest of the banks considered for the study agrees towards contributing more towards their job. Desire of contributing more towards ones job is considered as a predictor of involvement of the employee towards the job. Around 1.7% does not show their willingness of contribution which indicates that a very nominal number of employees seems to have less involvement towards their job.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Highly disagree	0 .0%	1 2.4%	0 .0%	0 .0%	1 2.2%	0 .0%	2 .7%
Disagree	0 .0%	3 7.1%	0 .0%	0 .0%	0 .0%	0 .0%	3 1.0%
Neutral	16 22.9%	10 23.8%	22 34.9%	2 5.0%	10 22.2%	6 15.0%	66 22.0%
Agree	27 38.6%	14 33.3%	27 42.9%	14 35.0%	20 44.4%	20 50.0%	122 40.7%
Highly agree	27 38.6%	14 33.3%	14 22.2%	24 60.0%	14 31.1%	14 35.0%	107 35.7%
Total	70 100.0%	42 100.0%	63 100.0%	40 100.0%	45 100.0%	40 100.0%	300 100.0%

8. Contribution by being innovative

47% of the total employees agrees to contribute innovatively towards their assigned job for the greater benefit of their organisation and 27% highly agrees.60% of the HDFC employees, 51% of the Axis bank employees agrees whereas 50% of the Yes bank employees highly agrees towards innovative contribution .As Innovative contribution has been considered as a predictor of Job involvement therefore we can conclude that majority of the employees seems to be involved towards their Job.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Highly disagree	0 .0%	0 .0%	4 6.3%	0 .0%	0 .0%	0 .0%	4 1.3%
Disagree	2 2.9%	1 2.4%	1 1.6%	0 .0%	2 4.4%	1 2.5%	7 2.3%
Neutral	24 34.3%	6 14.3%	21 33.3%	4 10.0%	4 8.9%	10 25.0%	69 23.0%
Agree	32 45.7%	17 40.5%	32 50.8%	16 40.0%	27 60.0%	16 40.0%	140 46.7%
Highly agree	12 17.1%	18 42.9%	5 7.9%	20 50.0%	12 26.7%	13 32.5%	80 26.7%
Total	70 100.0%	42 100.0%	63 100.0%	40 100.0%	45 100.0%	40 100.0%	300 100.0%

9. Intension of avoiding responsibilities.

26% highly disagrees and 27% disagrees to the intension of avoiding responsibilities i.e. they do not seem to have the intension of avoiding responsibilities. Bankwise evaluation also predicts the same result as 45% Yes bank employees, 34% ICICI bank, 31% HDFC bank employess highly disagrees to the intension of avoiding responsibilities whereas 40% Other bank employees and 35% Axis bank employees also expresses their disagreement towards the intension. Thus an overall positive intension towards accepting responsibility is found among the employees of the private sector banks of Guwahati.

	Bank name						Total
	ICICI	INDUSLAND	AXIS	YES BANK	HDFC	Others	
Highly disagree	24 34.3%	11 26.2%	8 12.7%	18 45.0%	14 31.1%	11 27.5%	78 26%
Disagree	12 17.1%	9 21.4%	22 34.9%	9 22.5%	14 31.1%	16 40.0%	82 27.3%
Neutral	22 31.4%	9 21.4%	19 30.2%	4 10.0%	9 20.0%	2 5.0%	65 21.7%
Agree	8 11.4%	2 4.8%	9 14.3%	6 15.0%	5 11.1%	11 27.5%	41 13.6%
Highly agree	4 5.7%	11 26.2%	5 7.9%	3 7.5%	3 6.7%	0 .0%	26 8.6%
Total	70 100.0%	42 100.0%	63 100.0%	40 100.0%	45 100.0%	40 100.0%	300 100.0%

H2: Job involvement is directly dependent on Job satisfaction.

Relationship of the predictors of Job involvement with Job Satisfaction

1. Absenteeism with Overall Job satisfaction :

Chi-square test shows a significant relationship i.e. if an employee remains absent from his duty frequently, it indicates less involvement towards his job which results from low level of overall job satisfaction. According to the studies of Baronetal (2006), a low to moderate inverse relationship between job satisfaction and employee absence was predicted. The lower an individual’s satisfaction with his/her job, he is more likely to be absent from work.As cited in Mohr& Zoghi, 2008 (Clegg 1983; Drago and Wooden 1992) in their study associated higher rates of absenteeism with Low job satisfaction.

2. “Duration of lunch break with Overall Job satisfaction

The relationship is significant with a Chi-square value <.05. The employees seem to prefer long lunch breaks which proves a low level of job involvement. Taking long breaks during working hours shows less involvement to ones job which is a resultant of low level of Job satisfaction.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.086a	8	.029
Likelihood Ratio	15.183	8	.056
Linear-by-Linear Association	2.123	1	.145
N of Valid Cases	300		

3. “Involvement in gossips” with overall Job satisfaction

Employees who are less involved in gossips seem to have more interest towards ones job. A significant relationship is proved. These is an exploratory factor that was interpreted during interaction with employees.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	36.909a	8	.000
Likelihood Ratio	33.121	8	.000
Linear-by-Linear Association	21.341	1	.000
N of Valid Cases	300		

4. “Preference of staying in the office” with overall Job satisfaction

Employee preferring to choose field duty may have a tendency of escaping. On the otherhand employees who prefer to dedicate full working hours in the office are more involved. A significant relationship is seen where chi-square value <.05 with the overall satisfaction of employee.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.834a	8	.118
Likelihood Ratio	16.464	8	.036
Linear-by-Linear Association	1.886	1	.170
N of Valid Cases	300		

5. “Preference of working on holidays” with Job satisfaction

It is a common understanding that pressure for heavy working schedule and in that condition if one prefers to work on holidays than he/ she seems to have high level of job satisfaction. The following result of the Chi-square test proves the fact.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.052 ^a	8	.021
Likelihood Ratio	18.855	8	.016
Linear-by-Linear Association	2.931	1	.087
N of Valid Cases	300		

6. “Willingness to work beyond schedule timing without extra payment” with Job satisfaction

This is again a case of high involvement wherein an employee willingly agrees to work beyond the schedule timing without expecting overtime payment. They do this for organizational benefit. In the present situation a significant relationship is seen p-value<.05 which proves that there is a direct relationship of the factor with overall job satisfaction.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.768 ^a	6	.001
Likelihood Ratio	23.392	6	.001
Linear-by-Linear Association	1.465	1	.226
N of Valid Cases	293		

7. “Desire to contribute more towards the job” with overall Job satisfaction

A job involved employee always has the desire of contributing maximum for the benefit of the organization and this results from their high level of satisfaction in the job. A significant relationship is highlighted between the two as the p-value <.05.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.603E2 ^a	12	.000
Likelihood Ratio	176.911	12	.000
Linear-by-Linear Association	116.343	1	.000
N of Valid Cases	300		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.33.

8. “Being innovative for greater benefit of the organization” with Overall satisfaction

Being innovative indicates a creative mentality which is boosted up by the level of satisfaction an employee attains in an organization. This has been proved significantly positive in the following chi-square test wherein the p-value is <.05.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.225E2a	12	.000
Likelihood Ratio	143.604	12	.000
Linear-by-Linear Association	94.271	1	.000

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.225E2a	12	.000
Likelihood Ratio	143.604	12	.000
Linear-by-Linear Association	94.271	1	.000
N of Valid Cases	300		

a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 4.67.

9. “Intension of avoiding extra responsibilities” with overall satisfaction”

An employee tends to avoid work related extra responsibilities if he or she is less satisfied with the job. Although at times it is seen as an attitude related problem. This predictor seem to be related to the overall job satisfaction as the p-value is <.05.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.282 ^a	12	.007
Likelihood Ratio	26.015	12	.011
Linear-by-Linear Association	.382	1	.537
N of Valid Cases	300		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.50.

Thus the Pearson Correlation test highlights a negative co-relation between the two which indicates that if one increases the other decreases and vice versa. Hence it can be interpreted that if the “Intension of avoiding extra responsibilities” is high then the level of job satisfaction is low and vice versa.

Correlations

		9.	Overallsatisfaction
9.	Pearson Correlation	1	-.036
	Sig. (2-tailed)		.538
	N	300	300
Overallsatisfaction	Pearson Correlation	-.036	1
	Sig. (2-tailed)	.538	
	N	300	300

The following table of regression analysis shows that the 9 predictors of job involvement shows high level of dependency on job satisfaction which is evident from the p- values. Thus it can be concluded that Job satisfaction leads to Job involvement.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.274	.443		2.872	.004
	1. Frequency of taking leave	-.295	.075	-.169	-3.926	.000
	2. Duration of lunch break	-.142	.077	-.072	-1.856	.065
	3. Involvement in gossips	-.005	.066	-.003	-.079	.937
	4. Preference of staying in the office	.142	.074	.075	1.924	.056
	5. Preference of working on holidays	-.297	.092	-.160	-3.226	.001
	6. Willingness to work beyond schedule timing without extra payment	.300	.081	.171	3.698	.000
	7. Desire to contribute more towards the job	.273	.058	.323	4.727	.000
	8. Being innovative for greater benefit of the organization.	.205	.053	.221	3.892	.000
	9. Intension of avoiding extra responsibilities	-.081	.036	-.097	-2.273	.024

IV. FINDINGS

1. In this study out of fifteen variables, ten were identified as factors of importance for the employees which are as follows: Scope for career growth, Participative culture, Performance based Incentive, Training, Supportive Superior, Work-life balance, and Welfare Benefits, Job Esteem, Working Environment and Role clarity.

2. Through Pearson correlation co-efficient test, a strong relationship was found between the identified variables and overall Job satisfaction for which these variables were considered as factors of Job Satisfaction in the present study. The level of satisfaction of the employees were measured w.r.t the identified factors.

3. In the present study it is seen that the various private sector banks selected for the study has a variation in the level of satisfaction w.r.t. the factors.

4. Nine predictors were identified for measuring the level of involvement among the employees which inturn showed a significant relationship with the overall Job satisfaction of the employee.

5. All the statistical tools used point towards the fact that job satisfaction and involvement are correlated and dependant. It is important for an employee to have overall job satisfaction to be involved in his/her assigned task. According to Rabinowitz & Hall, 1977 (as cited in Thakkar & Pandya, 2013), Job involvement is an outcome of job satisfaction. Thus it can be concluded that Job satisfaction leads to Job involvement



V. SUGGESTION

- Every Private sector banks must try to identify the factors of importance for their employees and accordingly must try to provide satisfaction to all possible extent as this results into high involvement.
- Being the most target oriented industry private sector banks must concentrate on maximizing its output for which involvement of the employees is most important.

REFERENCES

[1]Baron RA, Bryne D, Nylar R, Branscombe D (2006). Social Psychology. London: Allyn & Beacon. Blau, G. J., & Boal, K. R. (1987). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. Academy of Management Review, 12, 288-300.)

- [2] Blau, G. J. (1985). A Multiple Study Investigation of the Dimensionality of Job Involvement. *Journal of Vocational Behavior*, 27(1), pp. 19-36.
- [3] Singh, M. and Pestonjee, D. M.(1990), Job Involvement, Sense of Participation and Job Satisfaction: A Study in Banking Industry., *Indian Journal of Industrial Relations*, Vol. 26, No. 2 (Oct., 1990), pp. 159-165.
- [4] Mohr, R.D. & Zoghi, C. (2008), *High-Involvement Work Design and Job Satisfaction*. Sage Publications, Inc. Vol. 61, No. 3 (Apr., 2008), pp. 275-296
- [5] Pandey, C. and Khare, R. (2012), IMPACT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE LOYALTY, *International Journal of Social Science & Interdisciplinary Research* Vol.1 Issue 8, August 2012, ISSN 2277 3630, pp.26-41
- [6] Sekaran, U. (1989), Paths to the Job Satisfaction of Bank Employees. *Journal of Organizational Behavior*, Published by: Wiley, Vol. 10, No. 4 (Oct., 1989), pp. 347-359
- [7] Wyk, R.V., Boshoff, A.B. & Cilliers, F.V.N. (2003), THE PREDICTION OF JOB INVOLVEMENT FOR PHARMACISTS AND ACCOUNTANTS, *SA Journal of Industrial Psychology*, 2003, 29 (3), 61-67.
- [8] Thakkar, M.G. & Pandya, K. (2013), Job Involvement and Job Satisfaction – are They Synonymous? *International Journal of Applied Research*, Volume : 3 | Issue : 8 | Aug 2013 | ISSN - 2249-555X
- [9] Pollock, T. (1997). Building employee's interest in their work. *Automotive Manufacturing & Production*, 109(10),
- [10] Toga, R. and Mjoli, T.Q. (2012), The relationship between job involvement, job satisfaction and organizational commitment among lower-level employees at a motor-car manufacturing company in East London, South Africa, *Journal of Business and Economic Management* 1(2): 025-035.
- [11] Zhang, S. (2013), Impact of Job Involvement on Organizational Citizenship Behaviors in China, *J Bus Ethics* (2014) 120:165–174 DOI 10.1007/s10551-013-1654-x