



Job Involvement and Organizational Culture in Banks: An Empirical Study

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Abstract: *This study was conducted to compare and examine the relationship between job involvement and organizational culture among private and public sector banks. An empirical study was conducted in Ludhiana by involving the participation of 200 respondents comprising 100 each from public sector and private sector banks. A survey was conducted using the OCTAPACE profile (organizational culture profile) by Udai Pareek and JI scale (Job involvement scale) by Agarwala to determine the relationships between the variables. It has been observed that job involvement was higher among private sector bank employees as compared to those working in the public sector banks. The research results were evaluated with its implications of both conceptual and practical levels. The results proposed a number of vital managerial inferences.*

Keywords: *job involvement, banks, culture*

Introduction

Job Involvement (JI) is the degree to which an employee derives self worth by identifying with his job and actively participating in it. Job Involvement is the internalization of values about the work or the importance of work according to the individual. It may be influenced by the level of satisfaction of one's intrinsic or extrinsic needs. It may be defined as the merging of a person's identity with his or her job. According to (Khan et al., 2011) Job involvement, job commitment, and employee job performance are amongst the most studied areas in organizational behavior and human resource management research. Further they added that job involvement has been one of the most useful tools used for increasing employee productivity by improving employee involvement and commitment. On the other hand, job involvement is related to employees perception that how the job takes place in individual life. As much as an individual is positively influenced by his job, the

readiness and accomplishment will automatically increase (Ekmekci, 2011). This means that it also creates the meaning of ownership within employees who are involved in decisions concerning their job and its related activities. Research has proved the importance of job involvement with employee commitment. This clearly reveals that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees (Khan et al., 2011).

Kanungo (1982) has defined job involvement as a psychological identification or commitment with the job. Job Involvement is recognized as a key factor affecting critical individual and organizational outcomes (Chughtai, 2008) Furthermore, Paullay, Alliger and Stone-Romero (1994) added that it is the degree to which one is cognitively anxious about, engaged with and concerned about one's present job. Those individuals who are more involved in their job

consider their work to be a vital part of their lives and their feelings are closely connected with their performance at work (Lodahl & Kejner, 1965). Employees with high job involvement have greater work focus and make it an essential part of their personal life (Hackett, Lapierre & Hausdorf, 2001). Job involvement can be understood with the help of two approaches. Firstly as a as an outcome of possession of specific needs, values or personal characteristics that makes individuals more or less job involved and secondly as a response to particular work situation (Ekmekci, 2011).

Culture has been derived from Latin word “colere” which means to cultivate or the process of, or developing land. Organizational culture is a mirror image of the organization. Culture plays crucial role to unite the people to create single identification .It guides people how to behave and observe organizational rules regulations and proper behavior etc. Culture is a patterned manner of thinking, feeling, which is acquired and communicated through symbols and embodied in artifacts (Kluckhorn, 1954). According to Brown (1998) organizational culture refers to the pattern of beliefs and learned ways of coping with experience that have developed during the course of an organization’s history and which tend to be manifested in the routine functioning and behavioral pattern of its members. It is often believed that happy worker is a productive worker. This poses a big challenge before organizations and leaders as keeping people happy is indeed a tough task.

Review of literature

Job involvement

Job involvement has received substantial attention because of its role in generating positive organisational outcomes such as employee

motivation (Hackman & Lawler, 1971), job satisfaction (Gerpott, 1990; Mathieu & Farr, 1991; Paterson & O’Driscoll, 1990; Shore *et al.*, 1990), in-role performance (Brown, 1996; Brown & Leigh, 1996; Cron, 1984; Dubinsky & Hartley, 1986; Mohsan *et al.*, 2011) and organisational citizenship behaviour (Diefendorff, Brown, Kamin & Lord, 2002; Mohsan *et al.*, 2011) and employee commitment (Ahmed & Islam, 2011; Ketchand & Strawser, 2001; Mathieu & Zajac, 1990; Meyer, Paunonen, Gellatly, Goffin & Jakson, 1989) . Job involvement is the outcome of two factors, namely, personal and organisational factors (Sekeran, 1989; Sekeran & Mowday, 1981). Personal characteristics such as age, gender, work experience and education are closely associated with job involvement (Rabinowitz & Hall, 1977). Organisational factors, such as the characteristics of the job, also positively influence job involvement (Brown, 1996). Ouyang, Cheng and Hsieh, (2010) demonstrated that job involvement was the positive outcome of the work environment and organizational culture. In addition, it was indicated that job involvement was strongly affected by work experiences and work environment (Ho, 2006; Mudrack, 2004) and work unit commitment (Zagenczyk and Murrell, 2009). Various studies on effect of Job involvement have been undertaken in the banking sector (Allam ,2002;2007; Singh and Pestonjee ,1990; Singh and Nath,1991; Chhokar,1995; Venakatachalam *etal.*, 1998; Ouyang, 2009). Kanungo (1982) and According to Ouyang, Cheng and Hsieh, (2010) job involvement was the positive outcome of the work environment and organizational culture. Few researchers indicated that job involvement was strongly affected by work experiences and work environment (Ho, 2006; Mudrack, 2004) and work unit commitment (Zagenczyk and Murrell, 2009).

Organizational culture

The role of organisational culture is crucial to understanding organisational behaviour. According to Wagner (1995), organisational culture has a strong influence on employees' behaviour and attitudes. Organisational culture involves standards and norms that prescribe how employees should behave in any given organisation (Martins & Martins 2003). Harrison (1993) defined organizational culture as the "distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another". Wagner (1995), and Manetje and Martins (2009) organizational culture is a contextual factor that exerts influences on employees and work-related. Managers and employees do not therefore behave in a value-free vacuum; they are governed, directed and tempered by the organisation's culture (Brown 1998). There are a number of definitions of culture (Hatch & Cunliffe, 2010; Keynejad, 2005). However, its understanding is more difficult than defining it (Borjan Brubakk, 1996). Martin (1988, 1990) and Wallch (1983) also have presented various definition of culture (Jean Lee & Yu, 2004).

Job involvement and organizational culture

Fletcher (1998) found that organizational culture had significant positive relationship with employees' job involvement level. Healthy organization culture would increase the overall productivity and involvement of employees (Amaranath, 2011). It was found that organizational culture is strong determinant of employee's motivation. It shows that employee's motivation positively related to organizational culture such as teamwork, management effectiveness, involvement etc (Mahal, 2009). It was found that participative culture has strong correlation with involvement,

loyalty more than in a manipulative culture. Shravasti (2014) found a positive relationship between organizational culture and job involvement. According to him organizational culture is a social construction and has therefore been correlated to various demographic factors, like gender, age, years of working experience in general and in the specific institution, educational level and position held. Organizational culture has also been studied under the influence of gender, in order to find out differences in terms of employees' perceptions, preferences and behavior. Generally, literature results have revealed different gender traits of men and women, with male employees being very competitive and female employees avoiding competition and acting in a more inclusive and collaborative way (Eagly et al., 1992).

Organizational culture in banking sector

Taking into consideration the banking field, several studies have revealed that the employees' perception and preferences of their institution's organizational culture are affected by a series of demographic factors, like gender, age, educational level and years of experience (Grant, 1998, Chen et al., 2008; Gjiurai, 2013). For instance, Chen et al. (2008) found that bank employee's perceptions of organizational culture were influenced by various factors: type of bank, human relations practices, age, educational background and years of service. Furthermore, each bank type which was studied in their investigation had a specific pattern of gender differences that was related to the ownership, history and type of business of that bank type. The study of Dwyer et al., (2003) on the influence of gender diversity on firms' performance showed that the latter was dependent on the organizational context of the company. Studies by Belias and Koustelios (2013a, 2013b) revealed that the gender

of bank employees was likely to affect both their institution's current culture type and their preferred type as well. In general, women seemed to prefer a more friendly-family working environment while men preferred the competitive environment of the market culture.

The above review of literature shows that, there is positive correlation between organizational culture and job involvement of employees. Similarly, it has brought in light that job involvement is dependent on favorable or conducive culture of organization.

There are relatively few systematic empirical studies on the culture-job involvement relationship. Culture is difficult to capture, and so is the case with job involvement. With that respect, it is found meaningful to view job involvement as a dependent variable that could be relevant to the employees' perceptions of organizational culture.

Research objectives

- To assess and compare the level of Job involvement among both public and private bank employees.
- To assess the level of job involvement of male and female employees of public and private sector banks.
- To assess the level of job involvement among married and single public and private sector bank employees.
- To assess and compare the perceived organizational culture among both public and private bank employees.
- To examine the relationship between the Job involvement and perceived organizational culture among both public and private bank employees.

For meeting the objectives and from the review of literature, the following hypotheses were framed:

H1: The employees of private sector banks will show significantly higher level of job involvement to that of employees belonging to public sector banks.

H2: The private sector banks employees will show significantly higher perception of better organizational culture as compared to public sector banks.

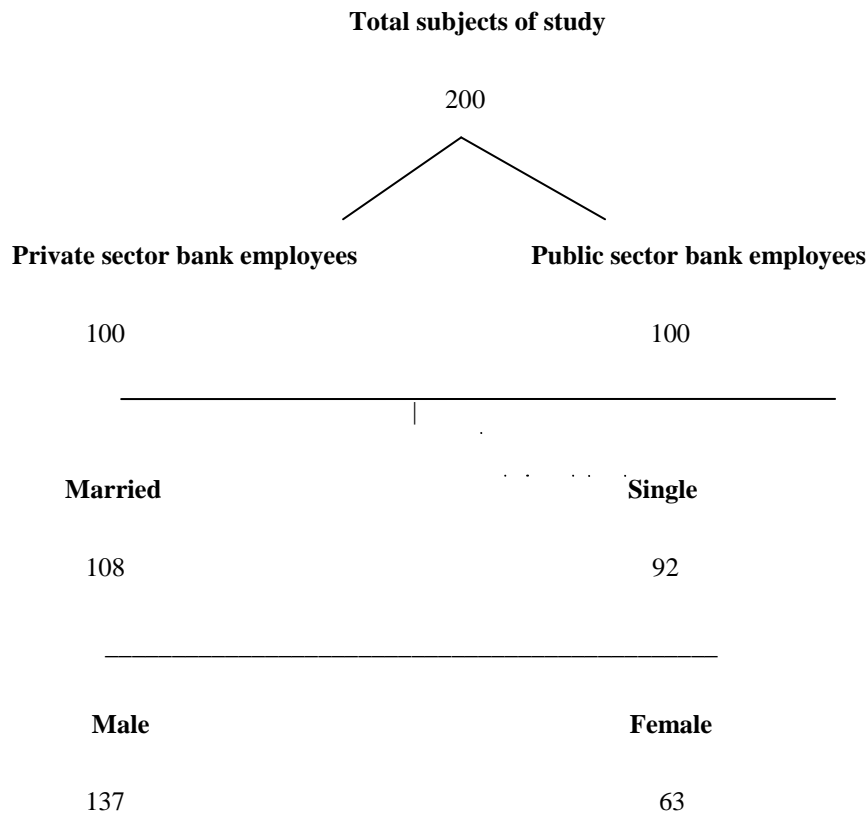
H3: Female employees will be significantly higher on job involvement to that of male employees irrespective of their organizations.

H4: Single employees will be significantly higher on job involvement to that of married employees irrespective of their organizations due to availability of more time.

H5: There will be significant impact of perceived organizational culture dimensions on job involvement irrespective of their organizations

Research Methodology

The public and private banks in Ludhiana District were chosen for study. The employees from both the public and private sector banks were taken for the study. The public banks taken for the study are: State Bank Of India, Central Bank of India, Indian Bank, Punjab National bank, Oriental Bank of Commerce, Bank of India and Punjab and Sind Bank. The private banks taken for the study are: Axis bank, ICICI Bank, Yes bank, HDFC Bank, etc. a sample size of 200 comprising 100 each from public sector and private sector banks was taken into consideration. The employees belonged to various branches of the banks ranging from all levels of management.



Data collection

The data was collected with the help of a structured questionnaire which was divided into three parts. It laid emphasis on various dimensions of organizational culture and job involvement.

The first part related to demographic profile of the participants with respect to gender, age and marital Status.

The second part of the questionnaire was related to organizational culture for which OCTAPACE profile by Udai Pareek was used. It is a 40-item instrument that gives the profile of organization's ethos in eight values. These values are openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation. The instrument contains two parts.

In part I, values are stated in items 1 to 24 (three statements of each of the eight values), and the respondent is required to check (on a 4-point scale) how much each item is valued in his organization.

Part 2 contained sixteen statements on beliefs, two each for eight values, and the respondent checks (on a 4-point scale) how widely each of them is shared in the organization.

In addition to checking the items on the extent of their importance or sharing in the organization, the respondents can also check how much they should be valued, or how much the beliefs are useful. Thus present as well as desired and ideal profiles can be obtained.

The third part of the questionnaire is related to the job involvement for which job involvement scale (Agarwala, 1976) was administered on the respondents. The scale uses likert type responses on

a six point scale. Agarwala developed and standardized a 32-item JI scale in the Indian context which is free from many of the shortcomings of the other existing scales.

Data Analysis and Interpretation

The various dimensions of organizational culture have been studied which are as follows named as openness, experimentation, confrontation, trust, authenticity, proaction, autonomy, collaboration. The dimensions of job involvement were taken in totality.

Since the data was normal, the reliability and validity of the data was checked using Cronbach Alpha.

Reliability Statistics

Cronbach's Alpha	N of Items
.863	9

The data was found highly reliable with .863 score

The following hypothesis framed and the results are as under.

Hypothesis 1. Significance of difference in job involvement scores among private and public bank employees.

	Banks	N	Mean	S.D	t-value	P value
Job Involvement	Private	100	3.53	.511	4.204	.000
	Public	100	3.24	.444		

level of job involvement to that of employees belonging to public sector banks is selected.

Since the p-value is less than the calculated value, hence the hypothesis stating the employees of private sector banks will show significantly higher

Hypothesis 2. Significance of difference in perceived organizational culture scores of private and public bank employees.

Sr. No	Organizational culture Dimensions	Banks	N	Mean	S.D	t-value	P value
1	Openness	Private	100	3.29	.327	0.345	.730
		Public	100	3.27	.329		

2	Confrontation	Private	100	3.18	.396	1.027	.306
		Public	100	3.12	.421		
3	Trust	Private	100	2.94	.442	1.092	.276
		Public	100	2.88	.420		
4	Authenticity	Private	100	3.24	.427	0.631	.529
		Public	100	3.21	.346		
5	Proaction	Private	100	3.13	.350	0.696	.487
		Public	100	3.10	.299		
6	Autonomy	Private	100	3.29	.437	1.351	.178
		Public	100	3.22	.305		
7	Collaboration	Private	100	3.30	.413	2.738	.007
		Public	100	3.16	.348		
8	Experimentation	Private	100	3.16	.383	0.537	.592
		Public	100	3.13	.407		

The data shows private banks are having more conducive organizational culture as the mean of all the dimensions is high as compared to the mean score of various dimensions of organizational culture in public banks. The value of p is more than .05 in all dimensions except collaboration which is having a p-value of .007 which is less than .05. Thus the hypothesis stating the private sector

bank employees will show significantly higher perception of better organizational culture as compared to public sector banks is rejected with respect to all parameters except collaboration.

Hypothesis 3. Significance of difference in involvement scores among male and female perceived organizational culture scores and job employees in private and public banks.

Sr. No	Organizational culture Dimensions	Gender	N	Mean	S.D	t-value	P value
1	Openness	Male	137	3.29	.318	0.449	.654
		Female	63	3.27	.348		
2	Confrontation	Male	137	3.14	.384	0.494	.622
		Female	63	3.17	.461		
3	Trust	Male	137	2.91	.412	0.116	.908
		Female	63	2.91	.473		
4	Authenticity	Male	137	3.27	.367	2.335	.021
		Female	61	3.13	.418		
5	Proaction	Male	137	3.13	.300	1.082	.280
		Female	63	3.08	.373		
6	Autonomy	Male	137	3.28	.368	0.989	.324
		Female	63	3.22	.398		
7	Collaboration	Male	137	3.22	.368	0.602	.548
		Female	63	3.25	.433		

8	Experimentation	Male	137	3.14	.368	0.305	.761
		Female	63	3.16	.448		
9	Job involvement	Male	137	3.41	.480	1.144	.254
		Female	63	3.32	.535		

Since the p-values of all dimensions are more than the significance value except with respect to authenticity dimension which is less than .05 hence the hypothesis stating that Female employees will be significantly higher on job involvement to that of male employees irrespective of their

organizations due to their serious disposition was rejected

Hypothesis 4. There will be no significant difference in perceived organizational culture dimensions and job involvement and marital status of the bank employees.

Sr. No	Organizational culture Dimensions	Marital Status	N	Mean	S.D	t-value	P value
1	Openness	Single	92	3.31	.309	1.240	.216
		Married	108	3.26	.341		
2	Confrontation	Single	92	3.19	.398	1.197	.233
		Married	108	3.12	.417		
3	Trust	Single	92	2.98	.424	2.161	.032
		Married	108	2.85	.430		
4	Authenticity	Single	92	3.25	.388	.840	.402
		Married	108	3.20	.388		

5	Proaction	Single	92	3.14	.339	.929	.354
		Married	108	3.10	.312		
6	Autonomy	Single	92	3.29	.425	1.152	.251
		Married	108	3.23	.331		
7	collaboration	Single	92	3.28	.382	1.639	.103
		Married	108	3.19	.391		
8	experimentation	Single	92	3.23	.401	2.799	.006
		Married	108	3.07	.375		
9	JI	Sine	92	3.44	.561	1.430	.154
		Married	108	3.34	.435		

since the p-value of all the dimensions is more than the calculated value except the two dimensions that is trust and experimentation which is less than the calculated value. So the hypothesis stating that single employees will be significantly higher on job involvement to that of married employees irrespective of their organizations due to availability of more time was rejected with respect

to trust and experimentation dimension of organization culture

Hypothesis 5. There will be significant impact of perceived organizational culture dimensions on job involvement irrespective of their organizations

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.163 ^a	.026	.021	.274	1.841

a. Predictors: (Constant), OC (organization culture)

b. Dependent Variable: JI(job involvement)

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.391	1	.391	5.217	.023 ^a
Residual	14.402	192	.075		
Total	14.794	193			

a. Predictors: (Constant), OC (organization culture)

b. Dependent Variable: JI(job involvement)

Job Involvement is taken as dependent variable and perceived organization culture is taken as independent variable. The above table shows that the correlation is .163 which is significant and organization culture is having 2.6% impact on job involvement which is significant. The second table shows the regression value is .391 which is more than the p- value of .023. Hence the hypothesis is selected. It is confirmed that organizational culture is having impact on job involvement.

Results & discussion

It was found that the employees of private sector banks showed significantly higher level of job involvement to that of employees belonging to public sector banks .The high scores of job involvement among private bank employees

indicated that they were more involved in job as compared to employees of public sector banks. It could be attributed to the innovative HR practices being adopted by the private sector banks. These practices are followed to keep the employees motivated and the morale level of employees high. A study by Selvaraj (2009) reveals that private banks are more successful vis-à-vis public sector banks in terms of implementing human resource management practices, customer focus, and top management commitment. . In addition, the working environment in private sector banks have been found as growth driven, technologically advanced, and devoid of bureaucracy, where employees' promotions are highly contingent on their performance and merit. Private sector Banks have little edge over public sector banks in terms of seeking ideas and involving employee for Decision

Making processes to arrive at innovative solutions. The findings were in sync with the findings by (Bhatt, 1997; Joshi, 1998). However according to Venakatachalam and Reddy (1996) the type of organizations in which the employees are working significantly influenced the job satisfaction but not the job involvement. It was found that the culture in the private banks was collaborative. This could also contribute to the high job involvement among the employees working in private banks.

The hypothesis stating that single employees will be significantly higher on job involvement to that of married employees irrespective of their organizations due to availability of more time was rejected with respect to trust and experimentation dimension of organization culture. The employees who were single perceived the culture to be more trusting and experimenting as compared to employees who were married. It could be due to the probable reason that generally the employees who are single are positive minded and find the workplace to be full of learning hence perceive the culture to be experimenting. Such employees are generally quick to trust others. Mixed results were reported in the literature regarding the relationship between marital status and job involvement. Saal (1978) and Blau & Boal (1987) found no significant relationship between married and non-married individuals and their job involvement. Kanungo, Misra & Dayal (1975) found higher job involvement scores in those workers who were married. According to Cortis & Cassar (2005), it seemed that marital status had no impact on job involvement of women. Irrespective of marital status, female managers were as job involved as their male counterparts. The married lady doctors and women working in banks showed higher level of job involvement (Mehta, 2011).

Job Involvement was taken as dependent variable and organization culture was taken as independent variable. The findings showed that the correlation was .163 which was significant and job involvement was found to have 2.6% impact on organization culture which is significant. The regression value was found to be .391 which was more than the p- value of .023. Hence the hypothesis was selected. It was confirmed that job involvement was having impact on organizational culture. Ashok (2002) found that when involvement was low, the relationship one had with the company could not be really strong. On the other hand when involvement was high the relationship stayed strong even at low level of satisfaction. Wilderom and Van den Berg (1998) did discover that a significant relationship existed between culture and performance. Fletcher (1998) found that organizational culture had significant positive relationship with employees' job involvement level. The findings have supported the literature studies, which contend that there is a positive relationship between organizational culture and job involvement and in particular, when the organizational culture is perceived as supportive and achievement oriented, the employees would exhibit more commitment and involvement at work (Fletcher, 1998; Ho, 2006; Manetje and Martins, 2009; Ouyang et al., 2010; Srivastava, 1994).

Conclusion

Job involvement is extensively studied occupational phenomena worldwide. In addition, job involvement cannot be merely influenced, but also be predicted by employees' perceptions of organizational culture. It was found that the employees in private banks showed more job involvement as compared to public sector bank employees. The culture in both the categories of banks did not differ much except the fact that in

private banks it was found to be more collaborative. Since a person spends a large segment of time at job and the job of person truly affects the person's life (Ekmekci, 2011). This study explored the relationship between organizational culture and job involvement based on banks in Ludhiana. As stated above the hypotheses are supported fully or partially. It implies that organizational culture and job involvement play vital role in the context of banking industry. It was confirmed that job involvement was having impact on organizational culture.

Implications of the study

These results propose a number of vital managerial inferences. In order to create job involvement; an organization needs to have a culture which is open ,trusting ,experimenting ,proactive, authentic and collaborative. The findings from this research can help enhance the understanding of the effect of organizational culture on job involvement of employees. As such, this study contributes significantly to practicing bank managers who plan to develop and improve their existing working structures. In a nutshell, a culture in an organization affects employees' motivation which in turn leads to organization growth productivity. Hence, with good ,proactive culture in an organization, employees are most likely to perform better and develop more commitment towards their organizations in the long run. Healthy organization culture works in tandem in creating commitment in an organization. Organization culture affects one's job involvement because without a good and healthy culture, it will lessen the commitment of the employees. The culture helps the organization to accomplish what it desires on the basis of their employees commitment. Organization culture has motivating impact for employees to improve their own and organizational performances. As banking

industry is becoming more complex and rapidly changing, their employees are required to equip themselves with information and knowledge that will enable them to keep up with the changes. In order to create a better commitment in an organization organizational culture can lead to higher job involvement among employees. Thus human resource managers and organizational development practitioners should focus on the culture, design and environmental factors which foster the job involvement of the employees. It has been witnessed that the major area of concern for any bank is the customer service and customer satisfaction, thus just like the private sector banks, it is high time that the public sector banks also start concentrating more on the customers and the services provided to them. Top rank held by a private bank is a clear indicator of the better performance of the private banks due to their higher concern towards customer feedback, their efficient management and thus yielding to higher productivity and networks throughout India.

To strive the cut throat competition given to the public sector banks by the private sector banks, the public sector will have to pull up their shoes to be at the better half part of the race else the time is very near which can make these public sector banks just a memory or a history for everyone.

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