



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

Job Satisfaction and Job Involvement: A Conceptual Framework

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Abstract: The purpose of the study is to understand the concept of Job satisfaction and job involvement along with the relationship between these two factors. The present work is based upon a systematic literature review of some important literature for concept building of the Job Satisfaction and Job Involvement respectively and again related literature to establish a relationship between these two. Job satisfaction is a kind of positive and happy feeling of an employee towards their job. Cognitive job satisfaction is an assessment of an employee in terms of objective and logic concerning the job, that may be assessed in such a manner that may consider only one factor such as salary or allowances can also be assessed in multifaceted dimension simultaneously. It is different from affective job satisfaction which deals with feelings and happiness but this evaluates job in terms of some factors objectively. Job Involvement can be understood as a psychological identification with the job of an employee also as how an employee associates a job central to his life. The study includes many concepts layered about job satisfaction and job involvement and later found a positive relationship between job satisfaction and job involvement which directly indicates that if an employee is satisfied with his/ her job, the more involved he/she is in his/her job.

Index Terms - Job Satisfaction, organization, job involvement, relationship.

Introduction

Employees are the most important assets for every organization. Employees are the center point for any policy which is directly or indirectly related to them or not as ultimately they are responsible for executing any strategy or policy. The satisfaction and involvement of employees towards their job indicate their contentment and association respectively. In this vulnerable business world, this is equally important to keep eyes on employees and their perception of the job. Once an employee is satisfied and involve in his or her job, it will reflect by their performance and commitment. This research paper has the objective of understanding the literal concept of job satisfaction and job involvement and their relationship with each other with the help of different thinkers, authors across the globe, and with the help of some literature.

There are the following **Objectives** of the research paper:

- To understand the concept of Job Satisfaction.
- To understand the concept of Job Involvement.
- To understand and explore the interrelationship between Job Satisfaction and Job Involvement.

Job Satisfaction

Job satisfaction can be understood as a great sense of fulfillment associated with the job of the employees, whether they like the type of job, nature of the job, different aspects of the job, aspect, and facets of the job. Edwin A. Locke (1976), defined job satisfaction as, “**a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences**”. Other organizational behavior researcher and thinkers also made their theories around this one as to how an employee feels about his/her job and when they reflect positive energy and emotionally happy vibe, will term as Job Satisfaction. The way employees are content with their job and they like their job is called Job Satisfaction.

Hulin, C. L., & Judge, T. A. (2003) explained three components of job satisfaction:

1. Affective component
2. Cognitive Component
3. Behavioral Component

The affective component of job satisfaction deals with the emotional part of human nature, that is feelings about the job, how happy are they with their job. A cognitive component is also termed an evaluative component with deals with the logical segment of assessment and behavioral component deals with the actions of an individual.

Cognitive job satisfaction is an assessment of an employee in terms of objective and logic concerning the job, that may be assessed in such a manner that may consider only one factor such as salary or allowances can also be assessed in multifaceted dimension simultaneously. It is different from affective job satisfaction which deals with feelings and happiness but this evaluates job in terms of some factors objectively.

Spector (1997) explained different 14 aspects:

- a. Appreciation
- b. Communication
- c. Coworkers
- d. Job Conditions
- e. Nature of the work
- f. Organization
- g. Personal growth
- h. Policies and procedures
- i. Promotion opportunities
- j. Recognition
- k. Security
- l. Supervision.

Tomažević, Nina; Seljak, Janko; Aristovnik, Aleksander (2014) explained that job satisfaction in the context of the experience of an individual associated with their work, or with their quality of working life. They expressed the following factors:

- a. General well being
- b. Stress at work
- c. Control at work
- d. Home-work interface
- e. Working conditions

Job Satisfaction can be understood by different models as well, mentioned below:

1. Equity theory by Adam Smith
2. Hierarchy of Needs theory by Maslow
3. Two factor theory by Fredrick Herzberg
4. Job Satisfaction Model
5. Affect theory by Locke

Job Satisfaction is a topic that is not restricted to Human Resources, but from various disciplines like psychology, sociology, and economics and investigated these disciplines, found that job satisfaction is a frequently studied topic across sectors. This is a common assumption among researchers that job satisfaction data can affect the labor market strongly. Job Satisfaction influences and reflects productivity, dedication, the persistence of an employee towards their job, absenteeism, retention or turnover, the work effort put by an employee. Job Satisfaction can always be considered as a great element of overall individual well-being, and the way they respond to their job.

Vroom (1964) defined job satisfaction as a determinant among employees at a workplace and the way they perform their job. Also emphasized that once there is the motivation that is directly related to the personal outcome and that directs the organizational outcome to be achieved by employees.

According to Weiss (2002) job satisfaction is an evaluative statement about the job from an employee in terms of emotions, beliefs, and behavior, he argues that job satisfaction.

Job satisfaction is the most crucial factor in any organization which directly impacts the performance of an employee and leads to efficient results.

Mullins (2005) defined job satisfaction as a complex and multi-layered concept that is directly related to motivation, personal feeling of achievement, either quantitative or qualitative Job Satisfaction has a great impact on motivation as a factor, that motivation theory has been always used to explain and satisfy the employees and also directs the increased productivity in the organization. Job satisfaction directly affects the efficiency and effectiveness of the organization.

This Job satisfaction is used by the organization to utilize them as an asset and achieve high performance among employees. Individual performance by the employees will eventually result in achieving the goals without hurdles.

Statt (2004) explained that job satisfaction is directly led by individual behavior in the workplace. Rewards have a direct connection with job satisfaction, Intrinsic motivation plays a key role in satisfaction in work. A positive and pleasurable attitude towards the job is all about job satisfaction and a negative and unhappy attitude towards job dissatisfaction.

Wilson (2015) has explained that job satisfaction entirely depends upon organizational and personal variables.

Job Involvement

Job Involvement can be understood as the emotional commitment, dedication, motivation driven by intrinsic factors of an employee towards his or her job. This is a sense of great association and engagement with the job, which makes employees contribute in a dedicated and proactive manner. This helps the employees as well as the organization as a whole as evident from many studies. Job involvement aids an Organization in such a manner job involvement incites employees to make an extraordinary contribution in their task that eventually contributes to the overall productivity target of the organization and increases their performance standard as well. When job involvement gets measured from the point of employees, reflects their satisfaction level with their job, their personal well-being, a proper balance between life and job. Akhtar, Nadir, & Nadir, 2016; Konradt & Garbers, 2016; Salesalessi & Omar, 2018).

The main credit for the introduction of Job involvement as a construct to the Lodahl and Kejner (1965). Allport (1943), Dubin (1956), Lodahl, and Kejner (1965) has conducted so many studies in the early 20th century and then this topic gained momentum to be studied across the globe in the discipline of psychology and organizational behavior. After that researchers have done a lot in this area the lost their interest and after the 2000s another trend has been observed that so many studies have been started again in this domain after the arrival of positive organizational psychology, as time changes so the response of people also gets changed to any particular factor. (Judge et al., 2017).

Lodahl and Kejner (1965) and later Lawler and Hall (1970), defined “job involvement as the degree to which the satisfaction derived from a job is central to the person and his psychological identity”.

Job involvement always plays a key role in the lives of most of the people, as the contribution in terms of the time of any individual to his or her job is probably consumes a large proportion of time that is why it can be called as the job involvement is the most important part of any individual as reflects the deep mental and emotional attachment to their job. When it comes to the experiences related to life, it this always found that these experiences are affected by the extent to which an employee feels associated, involved, and engaged with the job (Argyris, 1964; Levinson, 1976).

Argyris (1964) and Kanungo (1982b) explained the job involvement as a positive state of the association, and engagement of the employee with the job and work assigned and clears a difference between involvement and alienation, that alienation is all about a state of loss of individuality and maintaining a gap of the self from the work environment (Marx, 1932; McGregor, 1960; Kanungo (1979).

Kanungo (1979, 1982b) also emphasized the concept of the involvement of employees with work and the organization/institution when they perceive its (job/organization). potential for getting their basic and salient psychological needs fulfilling. It is important to integrate the result of different disciplines such as social, clinical, psychological, and organizational psychology. Researchers who were focused on job involvement, from past so many years always consider personal factors correlates to job involvement, apart from personal factors, factors such as job enrichment, supervisory behaviors, organizational design (Morrow, 1993; Rabinowitz & Hall, 1977).

Lodahl and Kejner (1965) differentiated the two dimensions of job involvement :

- a. Person's self-esteem
- b. Importance of work in overall self- image

The concept of self-esteem is supported by Allport (1947), French and Kahn (1962), and Vroom (1962). In this concept of self-esteem, job involvement is defined as the extent to which an employee feels associated with the job and perceives the task of the particular job as central to his or her self-esteem/self-worth. Other fancy words also get used by different researchers like Vroom (1962), Lawler and Hall (1970), and Weber (1947) as 'ego involvement performance', 'intrinsic motivation', 'Protestant work Ethic' respectively. The concept of autonomy has a big say in job involvement which directly and indirectly positively influences the core strategies and overall results of the organization (Bass, 1965). Due to this much research attention, Job involvement gets proper recognition from conceptual ambiguity.

Blau (1985), and Kanungo (1982) raised their objection against the concept of job involvement directly attributed to the work performance having redundancy with autonomy and participative leadership.

They worked and focused on the concept of job involvement around 'Work Centrality'. Work centrality can be understood as the degree of importance and interest played by the work in anyone's life (Lim & Kim, 2014). It has been found in many of the research that people with a good level of work centrality, they used to continue work even after the retirement, even if their financial situation is good enough still they used to do all the stuff fairly good (Arvey, 2004; Miller, 2001).

Work centrality has different antecedents such as age, gender, education, interpersonal relationship, supervisor, job rewards, and the consequences such as job satisfaction, job involvement, organizational commitment, better working hours, work commitment (Paulley, 1994; Mannheim, 1997; Martin, 1995). The antecedents can be understood from two points of view one is personal characteristics either demographical or psychological and another one is

Situational either related to the job or the organization (Rabinowitz, 1977; Mannheim, 1978).

Kanungo (1982) introduced this job involvement construct as descriptive belief and trust based on the ability of a particular job to meet the most crucial and important needs of the individual working.

Job Involvement

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| 1. Concept of Self Esteem (Lodahl, Kejner, 1965) |
| 2. Concept of Self- Image (Lodahl, Kejner, 1965) |
| 3. Central life Interest (Dubin, 1956) |

RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB INVOLVEMENT (Based upon Different Literature)

Ayman et al. (2017) tried to investigate the relationship between job satisfaction and job involvement in twelve out of twenty-six banks operating in Amman, the capital of Jordan. A structural model is developed to expose the relationship between the said factors and mediating effect of job satisfaction on job involvement. A survey on the dataset of 315 employees working in these banks based on the questionnaire responses. The result indicated a positive relationship between these two variables; job satisfaction and job involvement, a positive impact as well.

R., Dr. GOPINATH & R, Dr. Kalpana. (2020) found job involvement as potentially fundamental to the satisfaction of psychological needs of the employees which directly positively impacts organizational goals. In their study, they took a sample of 250 employees. They found a positive relationship between job satisfaction and job involvement.

Culibrk J. et al. (2018) conducted an empirical study to find out the interrelationship between these factors: job satisfaction, job involvement, organizational commitment, work characteristics, and organizational policies. This research explores the concept of relationship among factors beyond job satisfaction and job involvement to organizational commitment and work characteristics. This study focussed on Serbia, South-Eastern Europe. The sample size of the study was 566 people, employed in 8 companies. The Minnesota Satisfaction Questionnaire (MSQ), 20 items, was used for data collection. They proposed a model that job involvement mediates job satisfaction and organizational commitment. Also found that job satisfaction is affected by work characteristics.

Raymond Toga and Themba Q. Mjoli (2013) conducted a study to investigate the relationship between job satisfaction, Job Involvement, organizational commitment in the motor manufacturing industry in South Africa. This research was conducted on lower-level employees. And took Mercedes Benz South Africa as representative of the entire motor manufacturing industry. The sample size of the study was 100 lower-level employees. The questionnaire consisting biographical and occupational data, job involvement data, job satisfaction, organizational commitment data by self-designed 40- item questionnaire, Kanungo's (1982) 10- item 5- point rating scale, Halpern's (1966) 10- item 7- point rating scale, Mowdey et al. (1982) 15- item 5- point scale was used respectively. Different data analysis techniques have been used such as the Pearson product-moment Correlation technique and Multiple Regression Analysis. The study found a strong association among these three factors: job satisfaction, job involvement, and organizational commitment. The study found Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction are strongly correlated to each other.

Emami M. (2012) investigated the relationship between job satisfaction, job involvement, and organizational commitment among lower-level employees and found a positive relationship among all these three factors.

Weissenberg, P., & Gruenfeld, L. W. (1968) tried to investigate the relationship between job satisfaction and job involvement in a manner of motivator and hygiene satisfaction variables with job involvement. The researchers took 96 civil service supervisors who completed the Wernimont Job- Satisfaction scale and job involvement measures. These measures were developed by T.M. Lodahl and M. Kejner. And researcher found that the motivator satisfaction variables are more impactful than hygiene variables as motivator ones are more intrinsic in nature. And motivators are directly related to job involvement.

Samuel Fernández-Salinero et al.(2020) conducted a research study to evaluate the influence of Job Involvement over job satisfaction through skill use and moderated by group identification. The sample size for the research is 420. The results showed a strong and positive relationship between skill and group identification. But their results do not find any statistically significant relationship between job satisfaction and job involvement.

Yanchovska, I. (2021) tries to find out the relationship between job satisfaction and the personal performance of the employees in the IT sector. This study focuses on job satisfaction,

Overall job satisfaction. Job satisfaction and the demographics as well. This research includes 25 different IT companies. The sample size was 126 international respondents from different IT companies. Different statistical methods were used as Cronbach alpha for reliability, one-way ANOVA for mean, and other correlation analyses. The researchers found a statistical correlation between job satisfaction and employees' performance and depend upon the variables like work engagement, motivation, stress, or exhaustion.

Nazir Ahman Gilkar (2013) found in his research that job involvement is positively influenced by job satisfaction. Job satisfaction enforces high-quality motivation which results in increased productivity. Job satisfaction also increases working capabilities. The mechanism of participative management helps to develop a perception of autonomy, and have a say in the decision-making process.

Timothy A. Judge (2014), found subjective well-being is the most important and consistent aspect of job satisfaction. There is a significant relationship between job satisfaction and life satisfaction. The study also found some issues that appear as a barrier to job satisfaction and work satisfaction, as follows :

- Spillover
- Segmentation
- Compensation

All the mentioned studies have majorly supported that there is a positive relationship between job satisfaction and job involvement. They have followed some common tools as follows:

- Minnesota Satisfaction Questionnaire (MSQ)
- Kanungo's (1982) 10- item 5- point rating scale for Job Involvement
- Mowdey et al. (1982) 15- item 5-point scale for organizational commitment

Conclusion

Job Satisfaction and Job Involvement is the most integral part of any employee involved in any job. Job Satisfaction is considered as most pleasant feeling associated with the job. Nowadays each organization continuously working towards employees issue whether they are small or large organizations across sectors. Job involvement is sometimes confused with job satisfaction and other concepts but from the studies, it has been clear that job involvement is an individual concept that deals with how an employee makes themselves associated with the job. Job satisfaction is a concept that is caused by the number of factors discussed above. These two concepts are most subjective and behavioral so it can not be studied objectively, this is equally important to understand the scientific concept. Scientific review of pieces of the literature suggests that there is a significantly positive relationship between job satisfaction and job involvement. Most of the studies considered commonly recognized scales such as Kanungo's (1982) 10-item 5- point scale for job involvement. It has also been found that the factors directly affecting job satisfaction also affect job involvement. The study includes many concepts layered about job satisfaction and job involvement and later found a positive relationship between job satisfaction and job involvement which directly indicates that if an employee is satisfied with his/ her job, the more involved he/she is in his/her job. These two concepts are the most flexible concept from the employees' and organizations' point of view, this needs to be regularly checked and studied.

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