

RELATIONSHIP OF WORK INVOLVEMENT WITH SIZE OF COMPANY, NATURE OF APPOINTMENT, AND LENGTH OF SERVICE OF EMPLOYEES[#]

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The present study examined work involvement, in the context of some variables, such as, length of the employee's service, the nature of their appointment, and the size of the company, in which they work. The sample consisted of 619 employees taken from different organizations, located in Mumbai, India. The purpose of this study was to find out the relationship between work involvement and the type of company in which employees work. The scale of work involvement, developed by Kanungo (1982a) was administered in this study. The data were analyzed by applying Analysis of Variance. The study revealed that length of the employee's service, the nature of their appointment and the sizes of the company, in which they work, have a significant effect on their work involvement. Employees working in an organization of a small size have more work involvement. Result indicated that Temporary employees have more work involvement as compared to permanent employees. Employees with the service of 5 to 12 years are found to be highly involved in their work.

Work involvement, a normative belief about the value of work relative to the value of other pursuits (e.g., family, leisure), refers to the most general, and perhaps also to the fundamental relationship people have with their working life (Kanungo, 1982b). Till 1990s, the concept of work involvement has been viewed as separate from the more concrete concepts of job involvement and organizational involvement (Kanungo, 1982b; Mathieu & Farr, 1991), largely because work involvement may have its own predictive characteristics. Researchers disagree about what these predictors might be, thus, there has been much confusion about the correlates of work involvement.

Lodahl and Kejner (1965) distinguished work involvement from job involvement. According to them work involvement is the degree to which a person wants to be engaged in work from intrinsic job motivation and the degree to which a person wants to work well in a specific job in order to achieve intrinsic satisfaction. Involvement in

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work is viewed as a generalized cognitive state of psychological identification with work in so far as work is perceived to have the potential to satisfy one's salient needs and expectations.

Work involvement has traditionally been viewed as a function of stable personality factors. Researchers have suggested that work involvement is a function of intrinsic needs, such as those for achievement, for autonomy, and for control (Lawler & Hall, 1970). Intrinsic needs, which relate to interest in work for its own sake, can be compared with extrinsic needs, which relate to interest in work for external reasons (Deci & Ryan, 1991). The hypothesized relationship between work involvement and intrinsic needs is believed to be a product of the protestant work ethic (Dubin, 1956; Lawler & Hall, 1970) and thus a product of a person's history. Because work involvement is based on past socialization, it is not dependent upon present need satisfaction in a job (Misra, Kanungo, Rosenstiel, & Stuhler, 1985). Need satisfaction (satisfaction with job factors that correspond to strong needs) is thought to result in more concrete types of involvement, such as involvement in one's present job (Kanungo, 1982b; Misra & Kalro, 1981).

Researchers have suggested that work involvement is related not only to intrinsic needs but also to the correlates of intrinsic needs, that is, internal locus of control and positivity of affect. Internal locus of control refers to the belief that each person is responsible for what happens to him or her (Phares, 1973), and positivity of affect (a high level of positive affect and a low level of negative affect) is considered to be a central indicator of mental well being (Warr, 1987). The relationship between work involvement and internal locus of control is hypothesized on the basis of the relationship between work involvement and intrinsic needs (Spector, 1982), but the hypothesized relationship between work involvement and positivity of affect is thought to be more complicated. Diener (1984) suggested that positivity of affect and the personality dispositions that are associated with it (e.g., intrinsic needs) may cause work involvement or, alternatively, that work involvement may increase positivity of affect.

Jans (1985) conducted a study to investigate the influence of organizational factors on job involvement and specialization involvement, and reported that job involvement is associated primarily with self-expression, which is also influenced by participation in decision making. Specialization involvement is associated both with career factors and self-expression, while rank does not affect either involvement variable.

Gorn and Kanungo (1980) found that work involvement was related to need satisfaction in extrinsically motivated participants but not in intrinsically motivated participants, suggesting that work involvement in extrinsically motivated participants may result from need satisfaction in the present job, whereas work involvement in intrinsically motivated participants may be a direct function of their needs. These contradictory results suggest that work involvement may be (a) caused by factors other than a person's background; and (b) more than a function of intrinsic needs and the personality dispositions that are associated with them. Work involvement may also result from need satisfaction in the present job, depending on the quality of salient needs. Thus, the determinants for work involvement may be more complicated than researchers have suggested and may even differ individually.

Austen and Giles (2003) studied the likely effects of ageing on women's involvement in the paid workforce and recommended that to ensure that increased involvement in paid work doesn't come at the cost, for example, of lower levels of fertility, there is a need for institutional support for both men and women as they attempt to combine increasing levels of paid work involvement with their other roles in the family and community.

Emmert and Taher (1992) studied public sector professionals and reported that public sector professionals' job characteristics are consistent with the normative data from the job diagnostic survey, job satisfaction, and work involvement are lower than those of blue-collar workers, and work motivation is no higher than those of blue-collar workers. They also reported that job characteristics do not explain variations in professionals' satisfaction, motivation, and involvement, which are explained by social satisfaction, fulfillment of employees' intrinsic needs (especially growth needs), and information from others on job performance.

Joshi (1998) studied work involvement among the employees of private and public sector undertakings and reported the significant difference between private sector employees and public sector employees in terms of work involvement.

For the last two decades there have been major changes in technology, (automation, computers, etc.), culture of the society and of the organizations. Most employees who have been hired more than two decades ago have low level of automation orientation than their younger counterparts for several reasons. First, employees who began their career 20 years ago may have received excellent training about

their jobs, however most of them were hired to do a particular type of jobs and not for diverse kind of assignments, as that time globalization was not there. And organizational culture may play an important role here. Second, as on the basis of Attraction, Selection, and Attrition (ASA) model (Chatman, 1989), employees are attracted, selected by, and will remain with the organizations that have organizational goals to their likings (Chiu, Luk, & Tang, 2002). Third, age has the most pronounce effect on the change of allocation of employee time (Singell, Lillydahl, & Singell, 1996). Finally there is a widespread belief that older workers are resistant to change, unable to learn new work methods, less physically capable, and less creative than younger employees. Job performance, memory, learning, and problem-solving ability may decline with advancing age.

Very few attempts have been made to study the relationship between the work involvement and the length of employees' service. Lodhal and Kejner (1965) studied the relationship of work involvement with age. Also it is important to see as to whether there is any relationship between the work involvement and the nature of appointment of the employee. It will be of interest to see whether permanent employees because of the benefits they draw as compare to temporary employees, are more involved in their work than temporary employees.

Therefore, an attempt is made here to find out whether work involvement is affected by length of service (work experience) of the employees, along with the nature of their appointment, and the size of the company, which they work.

METHOD

Sample

The sample for this investigation consisted of 619 employees from the city of Mumbai, India. Out of these, 48 employees were working for small organizations, 50 were from medium size organizations, and 521 were working for large organizations. Out of which 73 were appointed on temporary basis, 77 were on probation, and 469 were working as permanent employees. 215 employees were working for less than 5 years, 218 were working for 6 to 12 years, and 186 employees were working for more than 12 years.

Size of the organization in this study is decided on the basis of number of employees working in that organization. If there are less than 100 employees working in the organization, then that

organization is considered as small organization, the organizations that have the employees more than 100 but less than 1000 such organizations are considered as medium size organizations, and organizations having more than 1000 employees working for them are considered as large size organizations.

Instrument

Work Involvement Scale

The measure of work involvement developed by Kanungo (1982a) was administered in this study. The work involvement scale consists of 11 items of which five are filler items, to be responded on a 6-point scale. The maximum and minimum possible scores are 36, and 6, respectively. A high score on this scale indicates more work involvement.

A personal data sheet was used to collect the information regarding the size of the organization in which the employees work; length of their service and the nature of their appointment.

RESULTS AND DISCUSSION

Table 1

Means and Standard Deviations of Employees on Work Involvement Scale with Different Nature of Appointments, Length of Service, and Size of Organization

Hierarchy	<i>n</i>	<i>M</i>	<i>SD</i>
<i>Size of Organization</i>			
Small	48	27.458	4.378
Medium	50	26.560	3.392
Large	521	26.971	4.952
<i>Nature of Appointment</i>			
Temporary	73	27.356	4.677
On Probation	77	26.130	4.755
Permanent	469	27.055	4.818
<i>Length of Service</i>			
< 5 years	215	26.284	5.167
5 yrs. To 12 yrs	218	27.459	4.630
> 12 years	186	27.210	4.467

Table 1 shows the means, and standard deviations of employees from different organizations of different size, having appointed on probation, on temporary basis, and permanent basis, and differing in the length of service on work involvement.

Table 2

Work Involvement and Size of the Organization in which Employees Work

Source of Variance	SS	df	MS	F
Between	14272.805	2	7136.401	223012.6*
Within	19.832	616	0.032	
Total	14292.637	618		

* $p < 0.001$

Table 2 shows that size of the organization has effect on employees' work involvement. As it is clear from Table 1 that employees from medium size organization are least involved in their work, whereas, employees who are working for small organizations have highest scores on work involvement. In small organizations people know each other and they have a personal rapport with each other. Also there is a close supervision, and that keeps workers alert.

Table 3

Work Involvement and Nature of Appointment of the Employees

Source of Variance	SS	df	MS	F
Between	14223.999	2	7111.999	64072.1*
Within	68.638	616	0.111	
Total	14292.637	618		

* $p < 0.001$

As regards to the relationship of work involvement with the nature of employee's appointment, it is clear from Table 3 that nature of appointment has its effect on the work involvement of the

employees. From Table 1 it can be seen that, temporary employees are more involved in the work as compare to permanent employees and employees appointed on probation. In the post survey interview, temporary employees expressed that they always feel that if they don't work properly, or commit some errors, they may lose their jobs, where as permanent employees said by chance if they make an error, they may get a show cause notice but they would not be losing the job at once.

Table 4

Work Involvement and Length of the Service of the Employees

Source of Variance	SS	df	MS	F
Between	14128.644	2	7064.322	26557.6*
Within	163.993	616	0.266	
Total	14292.637	618		

* $p < 0.001$

Table 4 shows that length of service of the employees has effect on their work involvement, as it can be seen from Table 1 that employees who have service of service of 5 to 12 years are more involved in their work followed by the employees having service of more than 12 years. These findings are in contrast with the findings of Lodhal and Kejner (1965) and Mannheim (1975) who reported that young people are more involved in their work as compared to old people. But, are keeping in line with the findings of Anantharaman (1980), and Joshi (1998), who reported that employees differ in their job involvement and work involvement because of the variations in their length of service.

CONCLUSION

Employees working in an organization of small size have more work involvement and employees working in medium organizations have least work involvement. Temporary employees have more work involvement as compared to permanent employees and employees appointed on probation.

Employees with the service of 5 to 12 years are highly involved in their work as compared to the employees who have service of more than 12 years and the employees who have service less than 5 years.

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