

Effect of Job Involvement on Organizational Commitment: Evidence from Financial Institutions

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Abstract

The primary goal of this study was to assess the levels of job involvement and organizational commitment among employees involved in financial institutions, as well as to investigate the effect of job involvement on organizational commitment. A descriptive research design was adopted in this study. The study included 300 questionnaires delivered to 12 financial institutions (commercial banks, development banks, and finance companies). Out of them, only 179 (59.67%) were viable, and these were used for data analysis. The results presented that employees were judged to be highly involved in their jobs and committed to their institutions. Furthermore, it has been demonstrated that job involvement significantly and favorably affects commitment of employees. It indicates that employees who are more involved in their jobs have a stronger sense of commitment to their organizations. Therefore, Nepalese financial institutions must prioritize increasing job involvement and organizational commitment among their employees at all levels. Clear organizational goals provide greater possibilities for actively involved individuals to meet their needs and establish commitment to the organization. Financial institutions must adapt to these realities in order to foster a culture of involvement and commitment. Furthermore, employees should be encouraged to innovate and embrace creative working methods that are appropriate for different types of customers from all areas of society in order to maintain their growing interest and success in their jobs.

Keywords: *Employees, Financial institutions, Job involvement, Organizational commitment, Effect*

Introduction

Positive work attitudes among employees contribute significantly to company performance. Job involvement and organizational commitment are two important positive work attitudes for the success of business organizations (Ekmekçi, 2011). In this aspect, job involvement refers to an organization's employees' willingness to work (Shrestha, 2016; Sharma, 2016). People who are prepared to put in a lot of effort are viewed as highly involved, whereas those who are not are seen as detached. The degree to which an individual psychologically identifies with their work is recognized as job involvement. It is concerned with a person's job motivation (Arulsenthilkumar & Punitha, 2024; McElroy et al., 1995; Hackett et al., 2001; Blau & Boal, 1987).

According to Mathieu and Zajac (1990), job involvement is a conviction about employees' sense of connection with their current employment (Mathieu and Zajac, 1990). Such involvement explains how much a person psychologically identifies with their work and how much value they place on it in relation to their self-perception. It shows how engaged, devoted, and dedicated a worker is to their job. High job involvement individuals are more likely to work harder, be more enthusiastic, and see their jobs as essential to their lives. According to Beheshtifar and Emambakhsh (2013), job involvement is the adoption of work-related values or the significance of work to the individual. It might evaluate a person's capacity for institutional socialization. In the modern workplace, job involvement is regarded as a crucial aspect of employee behavior and attitude. People spend a big deal of their time at work, and it becomes a vital part of their lives. Their attitudes about job and commitment matter a lot. Therefore, organizational commitment is gaining popularity because it strives to improve the overall performance of the company by boosting each employee's involvement in all stages of organizational activities. In fact, job involvement plays an important impact in an organization's overall effectiveness (Ekmekçi, 2011). Employees' level of interest in or estrangement from their jobs can have a significant impact on the overall quality of their life experience. As a result, job involvement and organizational commitment can be viewed as critical factors influencing organizational effectiveness. The general performance of a company is said to be fueled by both job involvement and workforce commitment (Abbott et al., 2005). Consequently, investigating these two facets of positive work attitudes is quite important. Organizations that wish to keep their employees engaged and motivated should not overlook job involvement and organizational commitment. It asks a significant question, such as, "To what extent does job involvement relate to organizational commitment among employees of financial institutions?"

Review of the Literature

Conceptualizing Job Involvement

Brown (1996) argues job involvement is a significant work-related attitude component that influences the performance and productivity of an organization. It is characterized as psychological identification with one's work. It is the degree to which an individual identifies with their current employment. It refers to how much a person identifies with his job, actively engages in it, and values his performance in terms of self-worth (Kanungo, 1982). It is a conviction about one's current employment that is related to how well it meets one's current requirements (Ojo, 2009; Akintayo & Ayodele, 2012). Aleinein (2016) says job involvement is the satisfaction of one's cognitive demands, which encourages him or her to work harder and improve performance. Indeed, increased job involvement among organizational members is critical to improving organizational success.

According to Sethi and Mittal (2016), job involvement refers to how much a person immerses themselves in their work, devotes time and energy to it, and views work as an essential aspect of their lives. High job involvement workers are obviously

advantageous to the company (Diefendorff et al., 2002), and research indicates that they are also more likely to be highly engaged in their professions and organizations (Carson et al., 1995; Cohen, 1995) and to be content with their jobs. Job involvement entails instilling values of "goodness and importance of work" in individuals. It is a subjective condition that motivates people to work hard (Shrestha & Prajapati, 2022; Schaufeli et al., 2002). It is a desired feature that motivates people to put out their best effort in their jobs and organizational responsibilities (Kahn, 1990). Employee job involvement improves organizational commitment, job satisfaction, organizational citizenship behavior, volunteer efforts outside of the job description, emotional attachment to the organization, and participation in organizational decisions (Carson et al., 1995). It also lessens their urge to leave their employment (Saks, 2006). All of these discussions concurred that job involvement is largely related to individual endeavors and behaviors that include interactions with coworkers, integrity, and passion in a work environment (Shrestha, 2016; 2019a; Aleinein, 2016). Due to the fact that employee job involvement has a substantial impact on both individual performance and the success of the business as a whole, business organizations need to pay close attention to it. Higher staff morale, more effective talent retention and development, lower employee turnover, higher job satisfaction, stronger organizational commitment, better innovation and problem solving, and alignment with organizational goals are all facilitated by it.

Conceptualizing organizational commitment

Business organizations must develop human resources who are committed to their strategic goals, as well as structured and productive (Herrera & Heras-Rosas, 2021) because organizational commitment is a key aspect in managing employee behavior (Narmatha & Amutha, 2023). Therefore, organizational commitment has emerged as one of the most difficult difficulties in the modern workplace (Shrestha and Pradhan, 2023). According to Robbins and Judge (2007), organizational commitment evolved as a consequence of employees' psychological attachment to the organization. A strong belief in and acceptance of the organization's objectives and core values, a readiness to make a substantial effort on its behalf, and a definite desire to stay an organizational member are the three components of such commitment (Shrestha, 2015; Kadyschuk, 1997; Porter et al., 1974).

Organizational commitment occurs when an employee agrees with a specific organization and its aims and chooses to remain a member of that organization (Shrestha, 2020; Meyer & Allen, 1997; Allen & Meyer, 1990). It has mostly reflected employees' commitment to their company. It refers describes how much workers own their organizational goals and objectives, and take delight in being associated with them (Shrestha, 2019b; Shrestha & Pradhan, 2023; Houfak Khoufak & Nouri, 2023). Affective commitment, continuance commitment, and normative commitment are the key dimensions of measuring the organizational commitment of employees (Ahmad, 2018; Reza et al., 2010; Meyer et al., 1993; Meyer et al., 1998; Shrestha & Thapa, 2024).

Association between job involvement and organizational commitment

Prior research has demonstrated a beneficial association between job involvement and organizational commitment. Koberg and Chusmir (1989), Martin and Hafer (1995), Igarria and Siegel (1992), and Porter et al. (1974) all observed a high relationship between organizational commitment and job involvement. Mathieu and Zajac (1990) also observed a higher level of association between job involvement and organizational commitment. Meyer et al. (1998) observed that employees who have positive work experiences are more likely to be emotionally committed to the firm. Similarly, Brown (1996) found a robust link between job involvement and organizational commitment at work. According to reports from Ho (2006), Knoop (1995), and Mowday et al. (1979), job involvement significantly increased employees' sense of commitment to a company.

Mohsan et al. (2011) identified job involvement as a significant cause of organizational commitment. They proposed that engaged employees attach and connect with their jobs, contributing to their behavioral, cognitive, and affective energies. Cohen (1999) revealed a reciprocal association between job involvement, positive work experiences, and strong organizational commitment. Jyoti et al. (2021) argue that job involvement is utilized to boost staff productivity by promoting employee engagement and commitment. All of these studies indicate that those who were more involved in their jobs are more committed to their organizations. As a consequence, the following hypothesis is stated: "*Job involvement has a statistically significant effect on organization commitment*".

Research Methods

The current study is aimed at examining employees' job involvement and organizational commitment. It is based on employees involved in financial institutions in Nepal. Thus, a descriptive research design is adopted in this study. Nepal has 20 commercial banks, 17 development banks, and 17 finance companies operating as of mid-January 2024 (<https://www.nrb.org.np>). Out of them four commercial banks, four development banks, and four finance companies are selected judgmentally and conveniently.

A total of 300 questionnaires were distributed, with 25 at each of the 12 institutions (including four commercial banks, four development banks, and four finance companies). Out of the completed and returned questionnaires, 179 (59.67%) were used in the research. Branch offices and corporate headquarters of the sampled companies provided such responses. The details are presented in Table 1.

Table 1. Demographic characteristics of participants

Gender	Frequency	Percent	Age	Frequency	Percent
Male	114	63.7	below 20	4	2.23
Female	65	36.3	21 - 34	156	87.2
Marital Status			35 - 44	2	1.12
Married	124	69.3	45 - 54	12	6.7
Unmarried	55	30.7	55 and above	5	2.79
Work experience			Nature of Job		
0 - 4 years	93	52	Permanent	157	87.7
5 - 9 years	58	32.4	Contract	22	12.3
10 - 19 years	14	7.82	Education level		
20 - 29 years	9	5.03	SLC/SEE	4	2.23
30 years and above	5	2.79	Certificate (+ 2)	14	7.82
Designation			Bachelor	32	17.9
Clerical Level	114	63.7	Masters	127	70.9
Officer Level	59	33	M.Phil	2	1.12
Executive Level	6	3.35	Ph. D	0	0

Kanungo's (1982) ten-item job involvement measure is employed in this study and Allen and Meyer's (1990) scale was utilized to assess organizational commitment. A five-point Likert scale was used for assessing perceptions, with 1 representing total disagreement and 5 representing complete agreement.

Cronbach's alpha was used to assess reliability, and the variables were found to be satisfactory. The acquired data was analyzed using descriptive statistics, and simple regression analysis.

Results and Findings

Levels of job involvement and organizational commitment and reliability coefficients

The mean and standard deviations about job involvement and organizational commitment, as well as the Cronbach alpha for these variables, are presented in Table 2.

Table 2. Descriptive Statistics, Pearson Correlation and Reliability Test

Variables	Mean	Standard deviation	Job Involvement	Alpha
Job involvement	4.41	0.17	1	0.89
Organizational commitment	4.59	0.25	0.548*	0.92

Note: Internal consistency, or the degree to which a group of components is cohesive, is measured by Cronbach's alpha. The alpha values of 0.89 and 0.92 suggest significant reliability, which means that the items used to assess levels of job involvement and organizational commitment are extremely consistent.

The mean score reflects the average amount of job involvement and organizational commitment among the participants. On a scale of 1 to 5 (or something equivalent), a mean of 4.41 indicates that participants are generally quite involved in their jobs. Similar to job involvement, a mean of 4.59 indicates a strong level of commitment to the organization. Both job involvement and organizational commitment possessed high mean scores, indicating that these qualities are prevalent among participants. The low standard deviations indicate that the participants' replies were quite consistent and grouped around the mean scores.

Predicting organizational commitment through job involvement

In this study, regression analysis is applied to determine the effect of job involvement perceptions on organizational commitment members. Table 3 displays the regression findings.

Table 3. Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	42.3	5.331		7.9	0.00
Job Involvement	0.96	0.11	0.55	8.7	0.00**

$R^2 = 0.300$; Adjusted $R^2 = 0.296$, F -Value = 75.941
 Note: * $p < 0.05$, ** $p < 0.01$
 Dependent Variable: Organizational Commitment; Predictors: (Constant), Job Involvement

The results show that job involvement is a significant predictor of organizational commitment, with a positive relationship. This supports the hypothesis that stated: "*job involvement has a statistically significant effect on organization commitment*". However, the model explains 30% of the variance in organizational commitment, which is regarded as a moderate level of explanatory power in social sciences.

Discussion and Conclusion

The findings demonstrate that both job involvement and organizational commitment have relatively high mean values, implying that respondents report high levels of job involvement and organizational commitment in financial institutions. They suggest that employees' perception of job involvement affects their commitment favorably and significantly (Bahjat Abdallah et al., 2017).

Job involvement has come to be recognized as a vital component of the success of an organization. According to Mgedezi et al. (2014), promoting job involvement can boost output and foster work cultures where organizational and individual objectives are in harmony. For the organization, this commitment results in increased satisfaction and productivity. According to Nwibere (2014), a key organizational priority is job involvement because it can boost an organization's effectiveness. According to Bahjat Abdallah et al. (2017), job involvement and organizational commitment are now considered essential qualities for organizations to succeed in today's dynamic climate

and operate effectively. Prior research (e.g., Igbaria & Siegel, 1992; Brown, 1996; and Martin & Hafer, 1995) also revealed that these aspects of employees' favorable attitudes have a positive effect on one another.

The results also indicate that employees are expected to be very active in their jobs and dedicated to their organizations. Additionally, it seems that how involved employees feel in their jobs has a big, positive influence on how committed they are to their companies. It is found that employees having a higher level of job involvement are more dedicated to their employers. Indeed, employees with high levels of involvement are more likely to invest more time and effort to complete their tasks well. They have a higher level of fulfillment because they believe their work is significant, and their dedication to their roles frequently leads to lower absence and turnover rates. Moreover, employees who are actively interested in their jobs are more likely to form strong emotional attachments to the firm. They consider their personal achievement and the organization's success as inextricably linked. They perform better, which leads to recognition and awards, increasing their commitment to the firm. They have a closer link with their employer and are less likely to look elsewhere. They are deeply invested in their jobs and are more inclined to go above and beyond their formal job obligations, favorably impacting the organizational environment. In addition, such employees are more adaptable to organizational changes because they are more invested in the organization's success. As a result, Nepalese financial institutions must prioritize boosting job involvement and organizational commitment among all levels of employees. Clear organizational goals provide greater possibilities for actively involved individuals to meet their needs and establish commitment to the organization. Financial institutions must adapt to these realities to foster a culture of involvement and commitment. Furthermore, employees should be encouraged to innovate and embrace creative working methods that are appropriate for different types of customers from all areas of society to maintain their growing interest and success in their jobs.

In conclusion, an organization's ability to increase job engagement depends on its ability to strategically concentrate on fostering a culture that makes workers feel engaged, appreciated, and inspired. Companies must take the initiatives to encourage this kind of involvement. They include creating a safe and welcoming environment, encouraging collaboration and teamwork, offering meaningful work, fostering a positive work culture, offering opportunities for professional growth, giving employee autonomy, outlining job roles and expectations, and promoting work-life balance.

Research Implications

This part summarizes some of the study's implications for organizational policies and human resource management strategies.

- The study's findings could be useful for managers in understanding the relationship between employees' job involvement and their commitment, and how these attributes may influence their behavior.
- To promote job involvement and organizational commitment, managers must first comprehend, motivate, and influence their employees' thinking, and then create a pleasant work environment.

- Managers must assess their present employee situation and develop strategies to ensure their happiness and wellness.
- Managers must also implement programs and mechanisms to boost employee engagement in their organizations. As a result, employees will be more committed to their organizations.

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