Chapter 12
Relationship Among Work–Related Micro–OB Variables: A Model Approach

Vivek Tiwari
NIT, India
Surendra Kumar Singh
BHU, India

ABSTRACT
The present study investigates the nature of job involvement and its impact on executive’s satisfaction level in providing motivation finally leading to organizational commitment. A model has been developed which examines the relationship between the measurable constructs. The model explores the relationship between the executive’s job involvement level and their outcome with satisfaction level, motivation and organizational Commitment (named ISMC Model). The results indicate there is a goodness-of-fit for the research model, which has been verified with different measures of goodness-of-fit. The path coefficients explained a significant amount of variation along with the identification that job involvement is a significant attribute in the present model. The study examines executive’s perceptions and the significance of job involvement. Management specialists will recognize the dynamics of job involvement and its linkage with job satisfaction, motivation and organizational commitment in an organization.

INTRODUCTION

Earlier the prime motive of industrial settings was the creation of wealth via various inputs such as manpower, machines, raw materials, and money. It was the most important target in which the management as well as workers were equally interested, without paying much attention towards the conditions of the main factor behind the creation of wealth (i.e., workers). This focus has now shifted from only the creation of wealth to the creation of wealth through employee satisfaction. Scholars believe satisfied employees will be more motivated and involved in their jobs and, hence, will be more committed towards the organization. Committed employees will be devoted to the organization resulting into bet-

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ter performance and increased productivity. This logic is forcing the employers today to focus more on employees than merely seeking pure profit. Once an organization is able to develop a committed work force, it will continue getting fruitful reward in terms of productivity, less turnover, responsible employees, and many more such rewards.

The achievement of the aforementioned task is by no means simple. Attaining commitment of employees depends upon many factors related to the individual and organization. Human resources of a production system are highly sensitive and delicate. People seek work to make a living, but they are unable to adjust themselves fully to their jobs due to differences in their personality and attitudinal traits and the social and psychological background in which they survive as well as their working environment. Almost every prospect for a job has a particular job in mind and seeks different organizations and at different places to start and have a dream career. A job that suits an employee will certainly gain much attention in the individual’s life and will keep the person involved in the job. Every new employee has a set of expectations of the job as well as the organization that continues to evolve and change gradually. The degree to which these expectations is met regulates the employee’s level of motivation to work and this may finally lead to commitment towards organization. The present study investigates the relationship of job involvement, job satisfaction, motivation, and organizational commitment in the form of a model.

LITERATURE REVIEW

Researchers from different parts of the world have found many variables which affect the performance and productivity of the employees and, hence, the organizations. All these variables can be grouped into topics such as environmental, situational, personality, and attitudinal. In the present study, the selected variables include the following: Job Involvement, Job Satisfaction, Motivation, and Organizational Commitment all of which are attitudinal variables and have a substantial impact on the performance/productivity of employees and organization as well and thus are very crucial in the study of Organizational Behavior. This is to some degree due to the vast amount of research work that has earlier found the relationships among attitudes and behaviors in the workplace and these variables (Porter et al., 1974, 1976; Koch & Steers, 1978; Angle & Perry, 1981).

There have been many studies attempting to establish relationship among these variables, and at different places different results have been found which has shown them as antecedents to many consequences as well as consequences of many different antecedents. Additionally, the relationship among the variables under study have been found to be varying from a very strong (Zopiatis, Constanti, & Theocharous, 2014) to a weak or no relationship (Esfahani & Tamini, 2015) and in a few cases even negative relationships have been found (Tuzun, 2009; Wang, 2008).

Nature of Job Involvement

Although we can find significant research on the concept of job involvement from the 1960s to the 1980s (Lodahl & Kejner, 1965; Kanungo, 1982; Rabinowitz & Hall, 1977), it appears there is a shortage of modern theories and perspectives on this concept, though interest in this variable has picked-up significantly in recent years (O’Driscoll & Randall, 1997; Nyambegera, Daniels, & Sparrow, 2001). Lodahl and Kejner (1965) have defined this work related attitude as the degree to which Individuals (employees) identify psychologically with their work, or the importance of the job to their total self-image and self-