

RESEARCH ARTICLE

A STUDY OF THE IMPACT OF JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT IN PRIVATE SECTOR BANK IN GORAKHPUR: A CASE STUDY OF ICICI BANK

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Abstract: This study investigates the dynamic relationship between job involvement and organizational commitment among employees in the private banking sector, focusing specifically on ICICI Bank in Gorakhpur city. Through correlation analysis, the research explores the extent to which job involvement influences organizational commitment, and vice versa. Job involvement, characterized by employees' engagement and dedication to their work roles, is examined alongside organizational commitment, reflecting their loyalty and attachment to the organization. By analyzing these constructs within the context of ICICI Bank in Gorakhpur city, the study aims to provide valuable insights into enhancing employee engagement and organizational success in the private banking sector.

Keywords: Job involvement, Organizational commitment, Private sector, Bank

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INTRODUCTION

In the dynamic and highly competitive banking industry of today, institutions are increasingly recognizing that their leadership, particularly their banking executives and managers, serve as the cornerstone of their success.

As banks navigate through the ever-evolving financial landscape, it becomes evident that the job satisfaction and active engagement of their leaders are fundamental to maintaining a competitive edge and achieving long-term sustainability. Within the banking sector, job involvement among leaders is intricately linked to various aspects of organizational performance, including customer satisfaction, operational efficiency, and overall profitability.

A banking leader's level of job involvement influences their work behavior in significant ways, impacting key metrics such as employee performance, staff retention rates, and the overall effectiveness of banking operations. When leaders are deeply involved and committed to their roles, they are more

likely to inspire their teams, drive innovation, and foster a culture of continuous improvement within the organization. This heightened level of engagement not only enhances employee morale and job satisfaction but also contributes to a more positive customer experience, ultimately bolstering the bank's reputation and market competitiveness.

Similarly, organizational commitment among banking professionals is paramount for ensuring a cohesive and harmonious work environment. Organizational commitment refers to the extent to which employees identify with and feel emotionally connected to their organization. In the banking industry, where trust and credibility are paramount, fostering a strong sense of commitment among employees is essential for building customer trust and loyalty.

Research has shown that job satisfaction plays a crucial role in shaping employees' organizational commitment within the banking sector.

When employees feel fulfilled and satisfied with their jobs, they are more likely to demonstrate a higher level of commitment to their organization, leading to greater employee retention and reduced turnover rates. This, in turn, has significant implications for the bank's bottom line, as retaining talented banking professionals not only minimizes recruitment and training costs but also contributes to overall organizational stability and success.

Given the importance of job involvement and organizational commitment in the banking industry, it is imperative for banks to invest in strategies that foster a positive work environment and cultivate a strong sense of engagement among their leaders and employees. By prioritizing the job satisfaction and involvement of banking professionals, institutions can position themselves for sustained growth and success in an increasingly competitive marketplace.

LITERATURE REVIEW

The concept of Job Involvement, introduced by Lodahl & Kejiner (1965), delves into the depth of individuals' engagement with their work. Kanungo (1982) further explores this concept, suggesting that Job Involvement is closely tied to the extent to which a job fulfills an individual's immediate needs. He also posits that individuals who exhibit high levels of work involvement often perceive their jobs as integral components of their identity, suggesting a deep emotional connection to their work roles.

Joiner & Bakalis (2006) delve into the nuances of Job Involvement, defining it as the degree of interest, engagement, and dedication individuals demonstrate toward the goals and objectives of their organization. They argue that individuals with a high degree of Job Involvement are deeply interested in their work tasks, actively engaged in organizational initiatives, and are often occupied with activities that contribute to the success of their organization. Furthermore, they suggest that individuals with a strong sense of Job Involvement are less likely to consider leaving their jobs, as they are deeply committed to their roles and perceive a sense of fulfillment and purpose in their work.

In the context of academic institutions, the role of academic leaders becomes crucial.

Despite their significance, academic leaders often face challenges such as heavy workloads and limited benefits. Hence, researchers like Gopinath (2020b) have conducted studies to analyze the factors influencing the Job Involvement of academic leaders. Their research has found that Job Satisfaction plays a pivotal role in determining the level of Job Involvement among academic leaders.

This is supported by findings from Rosen (1986), Machin & Oswald (2000), and Stevens (2005), who argue that Job Satisfaction among academic leaders is not solely determined by monetary benefits but also by factors such as prestige, self-esteem, and a supportive work environment.

Jones (2016) emphasizes the importance of independence, commitment, and supportive colleagues in ensuring the satisfaction of academic leaders. Academic leaders derive more fulfillment from recognition and appreciation than from financial rewards. This satisfaction, combined with organizational commitment, enhances their professionalism, decision-making abilities, and overall development.

Organizational Commitment, as defined by Fred (2008), reflects employees' loyalty and ongoing expression of concern for the organization's success. This commitment is crucial for fostering a positive organizational environment, driving high performance, and reducing turnover rates. The success of academic institutions heavily relies on the quality of their academic leaders (Gopinath, 2020e), who not only impart knowledge but also play a vital role in students' personality and career development.

OBJECTIVES OF THE STUDY

This research paper has the following objectives:

- To assess the level of job involvement among employees in the ICICI Bank.
- To find out the level of organizational commitment among employees in the bank.
- To investigate the relationship between Job Involvement and organizational commitment of the employees of the selected private sector bank.

RESEARCH HYPOTHESIS

H1- There is a positive relationship between Job Involvement and Organizational Commitment levels of employees working in ICICI Bank.

RESEARCH METHODOLOGY

Research Frame: ICICI Bank, Gorakhpur
Sampling Technique: Random Sampling Technique
Sample: 50 (population: 100)

Data Collection Tools

A questionnaire comprising three sections was utilized to gather data from the designated sample. The first section, Part A, aimed to gather information regarding the respondents' details and demographics, including age, gender, educational background, and tenure. Part B of the questionnaire employed a 5-point Likert scale to assess Job Involvement. Part C utilized a 5-point Likert scale to evaluate Organizational Commitment.

Predictors of the Job Involvement

Level of Importance of the job in life: Within the questionnaire, individuals were asked to evaluate the significance of their employment in relation to other aspects of their lives. After conducting distributive frequency analysis, it was observed that 67.8% of respondents emphasized the considerable importance of their job. This observation suggests that a heightened perception of job significance corresponds with increased levels of job engagement, indicating a positive linkage between the two variables.

To assume additional tasks and obligations: The questionnaire included an inquiry regarding the respondents' inclination towards assuming supplementary duties and responsibilities within their job role. Analysis of distributive frequency suggested that 34.8% strongly agreed and

26.8% agreed with this statement. This indicates a noteworthy level of engagement, as a considerable proportion of respondents displayed a strong willingness to take on added job responsibilities.

My job aligns with most of my interests: The questionnaire included an inquiry regarding the correlation between respondents' job involvement and the alignment of their interests with their professional duties. Distributive frequency analysis indicated that 33% of respondents strongly agreed and 41% agreed with this statement. This finding underscores a substantial degree of involvement, as individuals whose interests are congruent with their job responsibilities are more inclined to exhibit heightened engagement in their work.

My personal goals are also get achieved by my work: The questionnaire featured a statement probing whether respondents' personal goals are achieved through their work, aiming to gauge job involvement. Distributive frequency analysis indicated that 43.4% of respondents agreed, while 29% remained neutral. This statement underscores the convergence of individual aspirations with organizational objectives, serving as a metric for assessing job involvement in relation to personal goals.

This job is one of the most important things happen to me (Lodahl and Kejner, 1965): In the questionnaire, respondents were asked to evaluate the significance of their job in their lives as a means to determine their level of job involvement. Distributive frequency analysis revealed that 79% strongly agreed with the statement, suggesting that their job serves as their 'Central Life Interest Item' as per Lodahl and Kejner (1965). This high level of agreement serves as a direct indicator of strong job involvement.

Table 1: Responses for job involvement

Statements of job involvement	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
“my job is really important to me other than other things.”	52.4% (22)	9.5% (4)	19% (8)	19% (8)	0% (0)
“i always wanted to undertake extra duties and responsibilities related to my job”	40.5% (17)	28.6% (12)	23.8% (10)	2.4% (1)	4.8% (2)
“most of my interests are related to my job”	42.9% (18)	31% (13)	16.7% (7)	9.5% (4)	0% (0)

“my personal goals are also get achieved by my work”	57.1% (24)	28.6% (12)	9.5% (4)	2.4% (1)	2.4% (1)
“this job is one of the most important things happen to me”	11.9% (5)	45.2% (19)	31% (13)	9.5% (4)	2.4% (1)

Predictors of Organizational Commitment

I experience a sense of pride in being associated with this organization:

According to the survey, 52% of respondents strongly affirmed and 21% agreed that their job holds significant importance in their lives. This underscores a strong sense of pride and commitment to the organization, indicating a high level of organizational dedication.

My job contributions are aiding the organization's goals:

Demonstrating effectiveness in contributing to the organization's objectives signifies a strong sense of dedication and worth. Findings reveal that 67% strongly agree and 24% agree that their contributions suffice in advancing the organization's goals, highlighting their commitment to its success.

I often tell others that my workplace is excellent:

Promoting the organization as an

outstanding workplace demonstrates profound respect and dedication. Results show that 46% strongly agree and 24% agree that they frequently speak positively about their organization, signifying a strong allegiance and dedication.

I'm willing to take on complex duties to stay with this organization:

61 % strongly agreed and 27 % agreed that they're prepared to handle complex tasks to remain with the organization, suggesting its importance in their lives. This willingness reflects a high level of commitment to their roles and the organization.

I am genuinely concerned about the organization's success and future:

Concern for the organization's success and future reflects a strong commitment level. Results show that 80% strongly agree and 13% agree that they care about the organization's success and future, indicating a deep-seated commitment to its well-being and longevity.

Table 2: Responses of organizational commitment

S. No	Statements	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
1	“I experience a sense of pride in being associated with this organization.”	54%(26)	21% (12)	18% (9)	6% (3)	0.0% (0)
2	“My job contributions are aiding the organization's goals.”	66.6% (28)	23.8% (10)	9.5% (4)	0.0% (0)	0.0% (0)
3	“I often tell others that my workplace is excellent.”	46% (23)	23.8% (10)	16% (8)	10% (5)	8% (4)
4	“I'm willing to take on complex duties to stay with this organization.”	61% (30)	27% (12)	10% (5)	2% (1)	0.0% (0)
5	“I am genuinely concerned about the organization's success and future.”	80% (40)	13% (7)	4% (2)	2% (1)	0.0% (0)

Table 3: Mean and standard deviation of organizational commitment statements

S.No.	Statements	Mean	Standard deviation
1	I experience a sense of pride in being associated with this organization.	3.71	0.94
2	My job contributions are aiding the organization's goals.	3.67	1.09
3	I often tell others that my workplace is excellent.	4.47	0.96
4	I'm willing to take on complex duties to stay with this organization.	4.18	0.85

5	I am genuinely concerned about the organization's success and future.	3.35	0.92
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Table 4: Mean and standard deviation of job involvement statements

S.No.	Statements	Mean	Standard deviation
1	“My job is really important to me other than other things.”	3.31	0.92
2	“I always wanted to undertake extra duties and responsibilities related to my job”	3.87	1.01
3	“Most of my Interests are related to my job”	4.67	0.94
4	“My personal goals are also get achieved by my work”	4.28	0.81
5	“This job is one of the most important things happen to me”	3.55	0.91

Table 5: Reliability statistics from Cronbach’s Apha

Cronbach's Alpha	Cronbach's Alpha based on standardized items	N of items
.850	.870	10

The reliability statistics, with a Cronbach's Alpha of 0.850 and 0.870 based on standardized items, indicate strong internal

consistency among the 10 items in the questionnaire, affirming their reliability in measuring the construct.

Table 6: Correlation statistics

		Job involvement	Organizational commitment
Job Involvement	Pearson correlation	1	.813**
	Sig. (2-tailed)		.001
	N	50	50
Organizational commitment	Pearson correlation	.813**	1
	Sig. (2-tailed)	.001	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed). (table-6)

The correlation analysis in Table 6 examines the relationship between job involvement and organizational commitment. Both variables exhibit a strong positive correlation coefficient of 0.813, which is highly significant at the 0.01 level (2-tailed). This indicates that as job involvement increases, so does organizational commitment, and vice versa. In other words, individuals who are more involved in their job tend to demonstrate higher levels of commitment to their organization.

The substantial correlation coefficient suggests a robust association between these two constructs, implying that employees who are engaged and invested in their work are also likely to exhibit greater loyalty and dedication to their organization. This finding underscores the importance of fostering job involvement as a means to enhance organizational commitment, which can lead

to improved employee satisfaction, retention, and overall organizational performance.

- The Pearson Correlation test reveals a positive relationship between the two variables, suggesting that as one variable increases, so does the other. Consequently, a high level of job involvement among employees corresponds to an increase in organizational commitment.

FINDINGS AND CONCLUSION

This research endeavour delves into the intricate dynamics between job involvement and organizational commitment within the unique organizational milieu of ICICI Bank, Gorakhpur. While acknowledging the inherent limitations of sample size in terms of broader generalizability, the study offers a nuanced understanding specific to this organizational context. The insights gleaned from this investigation are poised to furnish

invaluable guidance for organizational decision-making, particularly concerning strategies for enhancing employee engagement and bolstering their commitment to the organization. In the contemporary landscape characterized by fluidity and rapid changes, where employee retention hinges significantly on job satisfaction, recognizing and nurturing employees' intrinsic sense of worth within the organizational framework emerges as a strategic imperative.

This study serves as a clarion call for organizations to delve into the intricacies of employee perspectives, fostering alignment between individual aspirations and organizational objectives, thereby ensuring a symbiotic relationship that augurs well for sustainable organizational success.

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