



## Human Resource Management

*Elixir Human Res. Mgmt.* 66 (2014) 20535-20540

**Elixir**  
ISSN: 2229-712X

# Impact of Sociodemographic Factors on Job Involvement among Saudi Arabia Bank employees: An Empirical Examination

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### ARTICLE INFO

#### Article history:

Received: 24 October 2013;

Received in revised form:

22 December 2013;

Accepted: 2 January 2014;

#### Keywords

Job Involvement,  
Age,  
Position,  
Experience,  
Marital Status, Bank,  
Saudi Arabia.

### ABSTRACT

The present investigation was planned to examine the impact of certain sociodemographic factors such as position, age, experience and marital status on job involvement among banking employees of kingdom of Saudi Arabia. The sample consisted of 274 employees working in different banks located in Riyadh, the capital of Kingdom of Saudi Arabia selected randomly from various banks. Job Involvement Scale developed by Lodhal and Kejner (1965) with biographical information blank was distributed to the bank employees to collect the data. The major findings of the present research revealed that: (i) The managers and subordinate staff were not found to differ significantly in terms of job involvement (ii) The younger and older in age group of bank employees differed significantly with job involvement (iii) high and low work experienced groups did not differ significantly in terms of degree of job involvement and (iv) The married and single group of bank employees differed significantly in terms of job involvement. Future directions for required research are suggested to sensitize the banking employees to maximize the level of job involvement.

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### Introduction

Job involvement is considered as an integral part of the employees. A well-known sociologists, Durkheim (1893) has credited for introducing the concept of job involvement in the research literature and stressed the relevance of job involvement in industrial set up, since then management and social scientists became aware of job involvement but concept came into limelight and attracted the attention of various researchers after the work of Lodhal & Kejner (1965) who has given concrete and systematic explanation of the concept of job involvement and defined job involvement in terms of "the degree to which a person identified psychologically with his/her work or the importance of work in his/her total self-image". Lawler & Hall (1970) and Blau (1985) have the same opinion pertaining to job involvement that the degree to which a person perceives the total work situation to be an essential aspect of life, and to be central to their identity, because of the opportunity to satisfy significant desires. Commitment and cooperation, finding significance and achievement at work and treating work as an outlet for one's energy and skill are three components of job involvement (Smith, 1973).

Saleh & Hosek (1976) described job involvement is "the degree to which the person identifies with the job actively participates in it and considers his performance important to his self-worth". Furthermore, Saleh & Hosek (1976) put forward four different conceptualization and interpretations to understand the construct of job involvement as follows:

- The job is of critical importance in personal life
- The individual will be actively participated in his/her own job
- The individual will perceive personal performance as consistent with his/her self concept
- The individual will perceive performance as central to self esteem

Farrell & Rusbult (1981) conceptualized job involvement as "the extent to which an employee perceives he/she is connected to a job". Individual be coming highly involved in the job is often times a response to emotional rather than rational needs (Carmeli, 2003). Another researcher Kahn (1990) explained job involvement as "the harnessing of organization members' selves to their work roles; in involvement, people employ and express themselves physically, cognitively, and emotionally during role performances". In a simplified manner, the concept of job involvement refers to the psychophysical aspects of employee presence in the current employment in the organization. According to Paullay *et al.*, (1994) the job involvement can be explained "as the degree to which one is cognitively preoccupied with, engaged in and concerned with one's present job". Yoshimura (1996) put forward a multidimensional model of job involvement which consists of three facets such as cognitive job involvement, behavioral job involvement and emotional job involvement. Cognitive job involvement represents a strong desire to participate in his/her job related decision making and workers considered these jobs to be very essential part in their whole life, whereas, a behavioral job involvement is more concerned with the extra activities or behavior, a worker takes or does after leaving his/her job to improve and enhance job related skills and knowledge. Lastly emotional job involvement more concerned with intangible aspects such as feelings and attitude which shows how much workers likes his/her job. In general, job involvement may be described as force that increases motivational increases motivational processes required to affects performance and productivity and on the other hand lack of job involvement among employees may lead to other relevant outcomes such as turnover and absenteeism (Dieffendorff *et al.*, 2002).

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Robbins (2006) stated “job involvement is people attitude that take sides psychologically to job, and consider the job is the most important in his/her life”.

### Review of literature

Numerous review of literature on job involvement with different variables among employees working in different set up to see the effects of job involvement irrespective of the position held in the organization. In an investigation, Jaswant & Naveen (1997) initiated a study to identify the interactive effects of gender, age and Type-A behavior pattern of job involvement and job stress among bank employees. The result revealed that that Type-A personality and age were found significantly impacts on job involvement among bank employees.

Bhatt (1997) investigated the job satisfaction, job stress and job involvement among female and male primary school teachers. The result suggested that job involvement and job satisfaction were significantly positively correlated.

Venakatachalam *et al.* (1998) put forward a study on schools, government offices and bank employees. The results determined that supervisors were more satisfied and involved in their job comparatively to their subordinates. In addition, findings also suggested that bank employees' were more job involved than those working in schools and government offices. Yadav *et al.* (1999) investigated family involvement and job involvement as determinants of job and marital status. The result highlighted that family involvement and job involvement were found positive correlation with psychological identification.

Joshi (1999) conducted a study and suggested that the employees' job experience, monthly income and age were significantly related to job and work involvement. Further he pointed out that employees' job involvement and satisfaction was found significantly associated.

McShane & Von Glinow (2000) identified that individual characteristics such as sex, age, tenure, education, level of control, and need strength were found related to job involvement. Other researchers Ahmad & Ansari (2000) carried out a study among craftsman from various small scale industries and suggested that job involvement was influenced by the relationships between job tenure and income.

Srivastava (2001) initiated a study to determine mental health and job involvement among 60 executives and 75 supervisors with work experiences ranging from 8 to 30 years. Result identified that executives were found more involved in the job than the supervisors. There was a significant relationship between mental health and job involvement.

Carmeli (2005) conducted a study and reported that situational and personal-related factors predict job involvement. Further he explained that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between job involvement and protestant work ethic is mediated by normative commitment.

Allam (2007) initiated a survey among bank employees and revealed that out of three facets only, personal accomplishment facets of job burnout was observed significantly related to job involvement among the bank managers. In another investigation Allam and Nasir (2007) conducted a study among bank employees to explore the degree of job involvement among managers and subordinate staff. Their findings suggested that bank manager were found significantly higher degree of job involvement than subordinate staff.

Ouyang (2009) initiated a survey to identify the causal relationship among the job in terms of involvement, stress, performance and uncertainty among banking service personal

under the financial crunch. The findings revealed that job instability of banking employees has negative influence on job performance and job involvement. Furthermore, job instability has a significant positive influence on job stress; job stress has a positive influence on job involvement and job performance. The job involvement and job stress mediate effect to influence job performance. Further, the investigation identified that most prominent factor is job performance is job involvement and secondly, job stress. Indeed, it is essential to note that organizational citizenship behaviors are more influenced by what employees feel and think about their jobs and hence job involvement appeared a positive attitude towards the job (Diefendorff *et al.*, 2002).

Other researchers, Allam and Rezene (2009) initiated a study on banking employees to examine the impact of age, burnout and marital status on job involvement. The collected data analyzed by using t-test to draw the inferences of the study. They identified that married and younger employees found significantly more job involved than their single and older counterparts.

Khan & Nemati (2011) initiated a study to probe the relationship between job involvement and employee satisfaction. Their result suggested that job involvement has a significant effect on employee satisfaction among medical doctors working in teaching hospitals.

Mehta (2011) instigated a study to examine the job involvement among working women and the effect of demographic factors on job involvement. Her results suggested that job involvement was not affected by age among doctors but affected by age in case of secretarial staff. Further she highlighted that length of service has no effect on job involvement among bank employees and no significant difference was observed between the job involvement of married and single bank employees. However, Ekmekci (2011) suggested that male and married employees were found significantly more involved in their job than female and single counterparts and supported by the findings of Uygur & Kilic (2009). Whereas, Mowday *et al.* (1982) pointed that married employees responsibilities to look after their children and take care of spouse into consideration when making important decision pertaining to job such as moving from one company to another.

Pathak & Patwardhan (2011) explored the dimension of organizational effectiveness, job involvement and examined the relationship between job involvement and organizational effectiveness. They suggested that the job involved employees directly contributed in organizational effectiveness through their, skills, acquisition of talents, approach towards the attainment of organizational goals and by the way of their working style etc.

Andotra & Harleen (2012) conducted a study among different professionals in the organization and suggested that organizational commitment and job involvement are best predicted by a combination of implicit and explicit job attitudes, and that a dissociation between implicit and explicit attitudes impacts organizational commitment. Omoniyi & Adedapo (2012) determined that job involvement and age were correlated with job performance.

Al-Kahtani (2012) initiated a study to probe the significant influence on organizational commitment in Saudi public sector organizations with certain demographic variables and job and work related variables. His study result emphasized that job involvement and job satisfaction were found significantly related with organizational commitment.

Numerous studies have been initiated and conducted on various occupations such as nurses, medical staff, police personnel, school and university teachers but very few studies have been initiated by the researchers on bank employees globally and negligible numbers in Kingdom of Saudi Arabia. Thereby, the present researchers have initiated the study among the banking employees of Kingdom of Saudi Arabia to see the impact of sociodemographic factors on job involvement among employees working in Saudi Arabia.

**Hypotheses**

Keeping the objective of the present study in mind and in the light of reviewed literature of research, certain null hypotheses were formulated and each hypothesis was verified to draw inferences on the basis of the results obtained. These hypotheses formulated were as follows:

HO1: The manager and subordinate staff of banking personnel would not be differing significantly in terms of job involvement.

HO2: There would not be significant difference between younger and older in age group of banking employees in terms of job involvement.

HO3: There would not be significant difference between low and high experienced group of banking employees in terms of job involvement.

HO4: There would not be significant difference between married and single group of banking employees in terms of job involvement.

**Methodology**

**Sample**

The present investigation was consisted of 274 employees working in different banks located in Riyadh, the capital of Kingdom of Saudi Arabia. Out of total sample 6.56% (N=18) and 93.44% (N=256) were manager and subordinate staff respectively. Less than 20 years, 21 to 30 years, 31 years to 40 years ,41 years to 50 years and more than 50 years were 2.9% (N=8), 62.8% (N=172),27%(N=74),5.1%(N=14) and 2.20% (N=6) respectively in the total sample. Further 30 years and less were considered as younger employees whereas rest of the age people was considered as older employees. Thirty five percent (N=96) reported their experience is 2 years or less with the bank, 21.9% (N=60) indicated their experiences between 2 to 4 years, 19% (N=52) revealed the experiences between 5 to 7 years, 15.3 % (N=42) pointed the experiences between 8 to 11 years and 8.7% (N=24) have been associated with the bank 12 years or more. However, 7 years or less has been considered as low experienced people and rest of the employees were considered as high experience people in the present investigation. The present sample were classified on the basis of married 47.4% (N=130) and single 52.6 % ( N=144) in the study. Diagram-1 showing biographical information:

**Instrument Used**

The following instruments were used to gather the information from the respondents:

**Job Involvement Scale**

Lodhal & Kejner (1965) job involvement scale was used in the present investigation to identify the degree of job involvement. The scale contains 20 items and each item to be rated on a continuum of 5 point rating scale i.e., strongly agree to strongly disagree. Whereas, strongly agree 5 point, agree 4 point, undecided 3 point, disagree 2 and strongly disagree 1 point. The scores of the respondents varying between 20 to 100. The scale indicates that higher the score will consider greater degree of job involvement and lower the scores will indicate low level of job involvement. The test and re-test reliability of the test is ranging between 0.72 and 0.89.

**Biographical Information Blank (BIB)**

The researchers prepared biographical information blank to gather in background information of the participants such as position, gender, income, qualification, age, total work experience etc.

**Procedure and Ethics**

The investigators distributed job involvement inventory and biographical information blank to 400 banking employees working in Riyadh, Kingdom of Saudi Arabia and finally received 274 filled questionnaires from the respondents. Initially, the questionnaires was in English language and it was felt that it has to translate by the expert into Arabic for better understanding of the respondents to get exact response from the banking employees. Further, the respondents were allowed to take their own time to furnish the questionnaires and requested them to feel free to contact with the researcher on their mobile or e-mail for any confusion or problem. Filled questionnaires were tabulated and scored for statistical analysis to draw the conclusions of the present investigation. However, like other management and social sciences, the participants were assured about the confidentiality of the responses and it will be used for academic purpose only. Further, they were assured that their responses would not be revealed to any higher authority directly or indirectly related to the bank.

**Data Analysis**

The data were analyzed by means of t-test in order to make the comparison between the various groups to see the impact of certain sociodemographic factors with job involvement of employees working in banking sectors

**Results**

**Table 1. Showing Mean, SD and t- value of job involvement among banking personnel**

Groups Compared	N	MJI	SD	t
Manager	18	60.11	9.44	.74
Subordinate Staff	256	58.41	8.02	

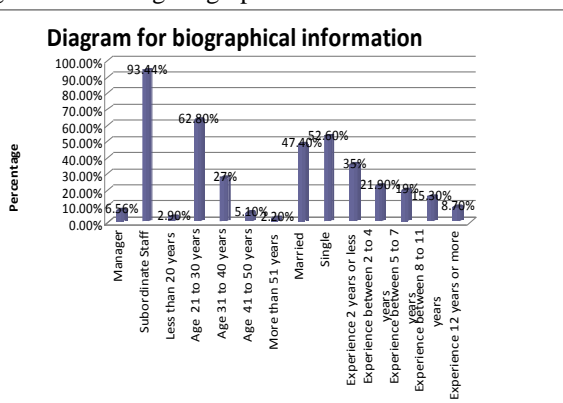
Not Significant

It can be seen from Table -1 that mean job involvement of manager and subordinate staff group of banking personnel were found 60.11 and 58.41 and SD were found 9.44 and 8.02. Further result indicates that mean job involvement is high among banking manager compared to subordinate staff. The t-value was found .74 which is not significant and therefore, the result appeared that null hypothesis (HO1) was accepted.

**Table 2. Impact of age on job involvement among banking personnel**

Groups Compared	N	MJI	SD	t
Younger in age	180	57.31	8.54	3.80*
Older in age	94	60.85	6.66	

\* Significant at .01 level



It is evident from Table -2 that mean job involvement of younger and older in age groups of banking personnel of Kingdom of Saudi Arabia were found 57.31 and 60.85 with SD 8.54 and 6.66. The two groups of employees differ significantly ( $t= 3.80, p<.01$ ).Hence, the null hypothesis (HO2) was rejected.

**Table 3. Impact of experience on job involvement among banking personnel**

Groups Compared	N	MJI	SD	t
Low Experience	208	58.44	8.33	.32
High Experience	66	58.79	7.44	

Not Significant

It is observed from Table -3 that mean job involvement of low and high experienced groups of banking personnel of Kingdom of Saudi Arabia were found 58.44 and 58.79 with SD 8.33 and 7.44.The obtained t-value is .32 so the two groups of employees did not differ significantly. Hence, the null hypothesis (HO3) was not rejected.

**Table 4. Impact of marital status on job involvement among banking personnel**

Groups Compared	N	MJI	SD	t
Married	130	59.63	8.34	2.21*
Single	144	57.53	7.79	

\* Significant at .05 level

Table -4 highlighted that mean job involvement of married and single groups of banking personnel of Kingdom of Saudi Arabia were found 59.63 and 57.53 with SD 8.34 and 7.79.The obtained t-value is 2.21 and which is significant at .05 level. Therefore, the null hypothesis (HO4) was rejected.

**Diagram 2: Showing the demographic variables with job involvement**

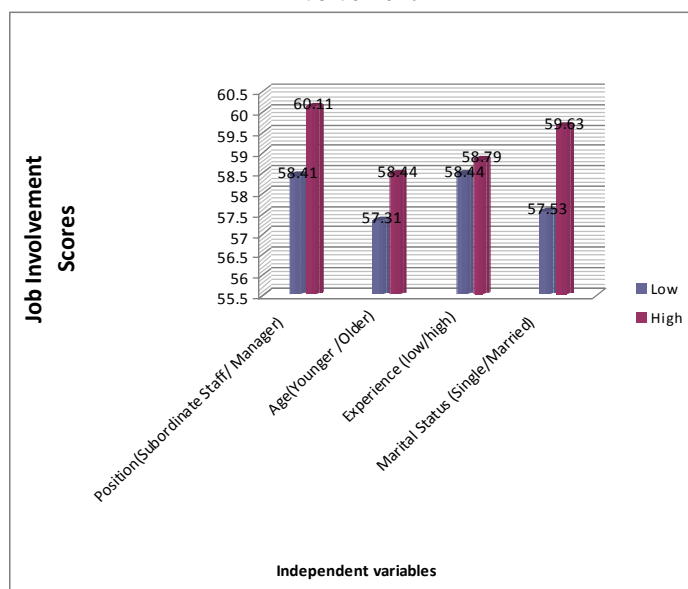


Diagram-2 represents the demographic variables with job involvement among banking employees. From the diagram it is very explicit that manager, older employees, high experienced and married were more involved than their counterparts.

**Discussions**

It is evident from the result that manager perceived higher degree of job involvement than subordinate staff (Ref. Table-1). It is obvious that higher in the hierarchy of organization expected higher degree of job involvement. Further, it might be attributed that manager role is to make the organization more profitable, instill values and culture among their employees, considered job as essential aspects of life, maintain the consistency in the performance, enhance the quality of life & well-being and commitment forced them to involve more in the job. The present findings are consistent with other investigations

by Venakatachalam et al. (1998) and Allam & Nasir (2007).Another investigators (Srivastava,2001 and Mishra & Wagh,2004) found positive correlation between these two variables. Results showed that younger and older groups of banking personnel of Kingdom of Saudi Arabia were differ significantly on job involvement scores (Ref.Table-2). Hence, the null hypothesis (HO11) was rejected. The result can be discussed on the basis of literature reviewed which indicated that sense of family devotion or obligation, lack of work enjoyment, a high drive to work, lack of opportunities, and rewarding performance might be the factors contributing among older employees to involve more in the job than the younger group of employees. The results of the present study confirm the relationship between age and job involvement (Jaswant & Naveen, 1997; Patel, 1999; Allam & Habtemariam, 2009; Omoniyi & Adedapo,2012 and McShane & Von Glinow,2000).

It appeared from the results that low and high experience groups of employees did not differ significantly on job involvement (Ref.Table-3). Hence, the null hypothesis (HO3) was not rejected. Generally the perception of people would have a positive expectation between length of services and job involvement. The present finding can be discussed as pointed out by Kanungo (1979) that seniority in the organization and loyalty might be the reasons of the employees to involve more in the job. Similar trend has been shown by Mehta (2011) to support the present finding of the study. Result showed that mean of job involvement scores of married and single groups of banking personnel of Kingdom of Saudi Arabia were found differ significantly (Ref.Table-4).Therefore, the null hypothesis (HO4) was rejected. It can be said that family responsibilities forced married employees to work hard and satisfy the basic needs of their family members through their earning of present job and thereby the degree of involvement emerged high. The present findings is consistent with the earlier study investigated by various researchers (Ekmecki, 2011; Uygur & Kilic, 2009; Pathak, 1983; Rabinowitz & Hall, 1977 and Allam & Habtemariam, 2009).

**Conclusions**

The present piece of investigation identified the differences between sociodemographic factors and job involvement among Saudi banking employees and drawn following conclusions:

- Bank managers perceived higher degree of job involvement than subordinate staff.
- Older in age group of Saudi Arabia banking employees showed significantly higher level of job involvement than younger employees.
- High experienced group of Saudi banking employees perceived more job involvement than their counterparts.
- Married banking employees showed significantly higher level of job involvement than single group of banking employees.

**Limitation and suggestions**

The present investigation has certain limitation due to its features of the study and suggestions are provided to contribute in the contemporary areas of organizational behavior and are valued for Psychology and Management areas of knowledge. This particular research has been widely studied in Riyadh region, so it is suggested to study with other important cities of Saudi Arabia to link whether research are applicable to other banking sectors pertaining to sociodemographic factors with job involvement. It is also suggested to include international bank employees working in Saudi Arabia as sample of the study to compare the findings. Further different statistical techniques and instrument can be used to gather the conclusive results. Indeed, it is imperative to increase the level of job involvement of bank



employees the organization should take initiative to provide congenial work culture, supportive management practices, autonomy, recognition, appraisal and advancement.

#### Acknowledgement:

This research is a part of project funded by the Deanship of Scientific Research at Salman bin Abdulaziz University, Kingdom of Saudi Arabia.

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