



IMPACT OF JOB INVOLVEMENT ON ORGANIZATIONAL EFFECTIVENESS: A STUDY WITH SPECIAL REFERENCE TO MANUFACTURING COMPANIES IN CHENNAI, TIRUVALLUR AND KANCHEEPURAM DISTRICTS

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Abstract:

The study on impact of job involvement on organizational effectiveness is descriptive in nature. It is undertaken to find out the relationship between impacts of job involvement on organizational effectiveness and to find out what additional features are needed to bring organizational effectiveness. The data is collected from 462 employees using Simple random sampling technique in Chennai, Tiruvallur and Kancheepuram districts. The results of present study imply that job involvement is the crucial element for organizational effectiveness. This study revealed that the job involvement has a direct relationship with organizational effectiveness by way of their dynamic involvement, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc. This study is helpful to the top management for taking strategic directions and forming the organizational policies. Future this study could expand the conceptual circumference, the scope to the specific industry sectors, and the target audience

Key Words: Job Involvement, Organizational Effectiveness, Simple Random Sampling & Exploratory Factor Analysis.

Introduction:

Today's business environment is rapidly changing with increasing turbulence and uncertainty. The external environments do not allow reliable prediction of the future in creating long-term goals. The organizations are to seek new strategies, to make quick decisions and to overcome the changes. Organizational change occurs whenever organization makes a transition from its established way of business to implement a desired future state. There is a need for fast and immediate response, which implies higher organizational flexibility. When the change is dynamic such conditions increase the importance of the involvement of talented employees and their input into the management process. Employees, who possess knowledge, skills and abilities, gain wider strategic importance (Christopher Wanyonyi Lubakaya, 2014).

Employees are the pillars of strength and the most valuable asset that contributes extensively to the success and sustainability of the organization. The organizations face the challenges of managing the employees and empowering them actively to contribute towards better performance in the organization. Organizations require creative and innovative employees who can take initiative, embrace change, stimulate innovation and cope with high uncertainty in the society with this current economic environment. Most of the employees want to work with organizations that can actively accept their ideologies. Organizations have relinquished their centralized control of management with the hope of promoting flexibility, decisiveness and enhancing the individual and organizational performance (Hung, 2008).

Objectives of the Study:

- ✓ To identify the factors of job involvement.
- ✓ To identify the factors of organizational effectiveness.
- ✓ To analyze the relationship between the job involvement and organizational effectiveness in the study area.

Review of Literature:

Ajay Bhatia, Gagan Deep & Swati Sachdeva. (2012) have concentrated on the impact of job involvement on organizational effectiveness. It is found that the job involvement has a direct relation to organizational effectiveness through their working style, approach towards the attainment of organizational goal, quality improvement and acquisition of new talent and skills.

Oladimeji, Moruff Sanjo Akingbade & Waidi Adeniyi. (2012) has identified that there is a strong significant between organizational effectiveness and employees' motivation. It is also found that there is a significant relationship with organizational environment and organizational competitiveness.

Manonmani, P et al., (2013) study tries to understand how employee engagement is associated with employee job satisfaction and how employee loyalty leads to better workforce and affect its loyalty in an organization. The result of the study shows, that majority of employees have agreement with the organization which brings maximum involvement of the employees and in turn retaining is not impossible.

Jegajothi. C & Sudha. S. (2015) has found that work environment plays a positive role in exerting greater efforts from the employee. It is identified that positive work environment can be created with the help of organization climate involvement. Therefore, the organizational climate motivates the employees to perform well in an organization.

Research Methodology:

This study is exploratory in nature based on survey method. The study aims at finding out the relationship between job involvement and organizational effectiveness in manufacturing companies in Chennai, Tiruvallur and Kancheepuram districts. This study was based mainly on primary sources. The primary data was collected from the employees of the manufacturing company with help of the questionnaire which are supplied among the employees of selected area. By adopting convenience sampling, 462 respondents were selected for this study. The essential data were collected with the help of questionnaire. Further, the understanding of the employees' job involvement towards organizational effectiveness in manufacturing companies may help the organization to formulate strategies for further expansion in their field. The attitude level of the respondents can be examined with the help of their demographic variables.

Table 1: Demographic Characteristics of Respondents

Particulars	Frequency	Percent
Location of the Industry		
Chennai	61	13.2%
Kancheepuram	245	53.0%
Tiruvallur	156	33.8%
Total	462	100.0
Gender		
Male	388	84.0%
Female	74	16.0%
Total	462	100.0
Age wise respondents		
Less than 25 years	97	21.0%
26 – 35 years	161	34.8%
36 – 45 years	128	27.7%
Above 45 years	76	16.5%
Total	462	100.0
Marital Status		
Married	341	73.8%
Unmarried	121	26.2%
Total	462	100.0
Employee Inspiration from Organization		
Working Hours	85	18.4%
Job Security	104	22.5%
Freedom of Expression	193	41.8%
Commendable Authority	80	17.3%
Total	462	100.0
Department wise Employees		
Production Department	65	14.1%
Finance Department	85	18.4%
Investment Department	68	14.7%
Marketing Department	68	14.7%
Technical Department	120	26.0%
Human Resource Department	56	12.1%
Total	462	100.0
Management Support and Encouragement		
Yes	410	88.7%
No	52	11.3%
Total	462	100.0

Source: Primary Data

From the above table it is found that, the majority 53% of respondents belong to Kancheepuram district manufacturing companies and 84% of respondents are male. This shows that men are more interested to work in manufacturing companies when compared to female. It is also observed from the analysis that; out of 462 total respondents, maximum number of respondents, 34.8% are between 26 to 35 years of age group and also majority of the respondents are married (73.8%). Further, it is also found that 88.7% of respondents have expressed that

their organization was so supportive and encouraging in their work. This is achieved due to, 41.8% majority of respondents have agreed that their main source of inspiration is “freedom of expression” to perform well. Furthermore, it is found that majority of the employees (26%) are belongs to technical department.

Factor Analysis for Job Involvement:

The researcher applied factor analysis by principal component methods on job involvement of manufacturing company employees. This perception consists of 31 variables in Likert Five Point scale which ranges from strongly disagree to strongly agree. These variables are reduced into 8 predominant factors and the following results obtain.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.818
Bartlett's Test of Sphericity	Approx. Chi-Square	11480.543
	df	465
	Sig.	.000

Source: Computed Data

From the above table it is observed that KMO measure of sampling adequacy is .818 and Bartlett's Test of Sphericity with approximate Chi-Square value is 11480.543 are statistically significant at 5% level. This leads to the computation of communalities as shown in the table below.

Table 3: Communalities

	Initial	Extraction
JI 1	1.000	.817
JI 2	1.000	.872
JI 3	1.000	.763
JI4	1.000	.610
JI5	1.000	.723
JI 6	1.000	.699
JI 7	1.000	.842
JI 8	1.000	.584
JI 9	1.000	.852
JI 10	1.000	.742
JI 11	1.000	.767
JI 12	1.000	.710
JI 13	1.000	.732
JI 14	1.000	.701
JI 15	1.000	.644
JI 16	1.000	.712
JI 17	1.000	.788
JI 18	1.000	.771
JI 19	1.000	.696
JI 20	1.000	.727
JI 21	1.000	.624
JI 22	1.000	.649
JI 23	1.000	.657
JI 24	1.000	.674
JI 25	1.000	.787
JI 26	1.000	.698
JI 27	1.000	.779
JI 28	1.000	.757
JI 29	1.000	.838
JI 30	1.000	.756
JI 31	1.000	.727

Extraction Method: Principal Component Analysis

Source: Computed Data

The above table exhibits that the 31 variables possess the variance ranging from .584 to .872; this indicates the 31variables possess the variance ranging from 58.4% to 87.2%. These values are statistically significant at 5% level that leads to the extraction of a number of factors from all the 31 factors. This implies all the variables possess high reliability and cooperate appropriately factor segmentation.

Table 4: Total Variance Explained

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.462	40.200	40.200	5.188	16.734	16.734
2	2.128	6.864	47.064	4.354	14.047	30.781
3	1.748	5.639	52.703	3.507	11.312	42.093
4	1.681	5.423	58.126	3.053	9.849	51.942
5	1.338	4.315	62.441	2.078	6.702	58.643
6	1.259	4.062	66.504	1.602	5.166	63.809
7	1.079	3.480	69.984	1.483	4.783	68.593
8	1.000	3.226	73.210	1.431	4.617	73.210
9	.868	2.800	76.010			
10	.788	2.541	78.550			
11	.744	2.401	80.951			
12	.683	2.203	83.155			
13	.666	2.149	85.303			
14	.564	1.820	87.123			
15	.479	1.546	88.669			
16	.434	1.401	90.070			
17	.417	1.347	91.417			
18	.386	1.246	92.663			
19	.368	1.186	93.849			
20	.304	.982	94.830			
21	.262	.846	95.677			
22	.245	.791	96.468			
23	.220	.708	97.176			
24	.190	.611	97.788			
25	.166	.536	98.324			
26	.133	.429	98.752			
27	.114	.367	99.119			
28	.097	.311	99.431			
29	.081	.260	99.691			
30	.053	.172	99.863			
31	.042	.137	100.000			

Extraction Method: Principal Component Analysis.

Source: Computed Data

The table depicts that 31 variables are reduced into 8 factors with cumulative 73.210% variance that 8 factors also possess individual variances 16.734%, 14.047%, 11.312%, 9.849%, 6.702%, 5.166%, 4.783% and 4.617%. This leads to the variables loading in each factor is shown below.

The first factor consists of eight variables	
The employee present job is useful to achieve the goals of the organization	(0.802)
Opportunity for personal growth and development is convincing and encouraging to me	(0.789)
I am confident that my job offers me an opportunity to grow as a best employee	(0.650)
I feel that, I have the necessary skills to achieve my goals	(0.650)
Every day I go to work enthusiastically	(0.637)
There is an opportunity to enhance my skills related to the job	(0.624)
I feel my efforts are recognized and appreciated at the right time	(0.555)
The structure of my work unit is well designed for my better performance	(0.549)
Hence, this factor can be named Self-image oriented involvement The self-image is a set of knowledge or information towards their own characteristics, abilities, skills, personality and advent of the employees in job. Therefore, self-image oriented determines the behavior of employee towards involvement of job in an organization.	
The second factor consists of ten variables	
The goals for the employee performance are clear and measurable	(0.818)
I feel the value of work at my place	(0.713)
The working hours are flexible and convenient to me	(0.678)
Attainment value is important for me to perform well on the assigned work	(0.652)
I am familiar with the overall organization strategy and plans	(0.572)

The relationship among all other departments is good	(0.511)
I am committed to the values of the organization	(0.508)
The job is a good opportunity to satisfy goals related to my career	(0.489)
My job security motivates me to give higher performance	(0.429)
Employees work together as a team in the organization	(0.419)
Hence, this factor can be named Growth Oriented Work Life Growth oriented work life is a positive change occur in certain period of time in an organization. This process will occur only when the employee's fulfill the expectation in the organizations.	
The third factor consists of four variables	
The atmosphere of the organization is relaxed and comfortable to work	(0.788)
I get sufficient feedback about how well I am doing	(0.606)
I like to spend more time in my work	(0.561)
The working environment is positive and comfortable	(0.486)
Therefore, this factor can be named Organization oriented Involvement Organization oriented involvement is a social unit of employee that is structured and managed to meet a need or to follow collective goals. The employees' involvement in organization is increased only when the environment of the organization is satisfied by them in an organization.	
The fourth factor consists of four variables	
I feel that employee task and freedom in the workplace is available to me	(0.844)
I am very much interested in the content of the present task	(0.799)
The present task of the employee is useful for their future goals	(0.494)
The task assigned to the employee allows them to use their best skills on their job	(0.492)
Therefore, this factor can be appropriately named Task oriented Involvement Employees who work on a task together over a period of time develop astrong sense of group efficacy, group satisfaction, and group goals, all of which are linked to group performance.	
The fifth factor consists of one variable	
The pay is very sufficient and proportionate to my task	(0.793)
Hence, this factor can be named Intrinsic Inducement oriented Involvement Intrinsic inducement is an internal activity of an organization. It will motivate the employees by giving allowances to them. Thus, employees feel satisfaction in their job. Therefore, it increases the involvement of an employeein an organization.	
The sixth factor consists of one variable	
I am facing task related stress in the organization	(0.805)
Therefore, this factor can be named Stress Oriented involvement Stress as a psychological and physical reaction to prolonged internal and environmental conditions in which an individual's adaptive capabilities are overextended.	
The seventh factor consists of two variables	
I accomplish some tasks that others failed to perform	(0.780)
I am comfortable with my routine job	(0.551)
Hence, this factor can be named Self-Motivation Involvement Self-motivation is the ability to satisfy a desire, expectation and goals without being influence from any person or situations. The employees who have self-motivation can strengthen by himself to complete a task.	
The eighth factor consists of one variable	
I hope changing the task may increase workers' mental stimulation	(-.887)
Therefore, this factor can be appropriately named Dynamic Involvement It denotes that continuous change, activity or progress and variation in intensity is called dynamic involvement of employee in the organization.	

Factor Analysis for Organizational Effectiveness:

The researcher applied factor analysis by principal component methods on organizational effectiveness of manufacturing company employees. This perception consists of 25 variables in Likert Five Point scale which ranges from strongly disagree to strongly agree. These variables are reduced into 5 predominant factors and the following results obtain.

Table 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	9175.422
	Degree of Freedom	300
	Sig.	.000

Source: Computed Data

It is found from the above table that KMO measure of sampling adequacy is .864 and Bartlett's Test of

Sphericity with approximate Chi-Square value is 9175.422 are statistically significant at 5% level. This leads to the computation of communalities as shown in the table below.

Table 6: Communalities

Variables	Initial	Extraction
OE 1	1.000	.701
OE 2	1.000	.826
OE 3	1.000	.636
OE 4	1.000	.527
OE 5	1.000	.767
OE 6	1.000	.787
OE 7	1.000	.752
OE 8	1.000	.800
OE 9	1.000	.698
OE 10	1.000	.802
OE 11	1.000	.806
OE 12	1.000	.714
OE 13	1.000	.560
OE 14	1.000	.810
OE 15	1.000	.758
OE 16	1.000	.596
OE 17	1.000	.540
OE 18	1.000	.615
OE 19	1.000	.614
OE 20	1.000	.726
OE 21	1.000	.737
OE 22	1.000	.720
OE 23	1.000	.656
OE 24	1.000	.667
OE 25	1.000	.748

Source: Computed Data

It is revealed from the above table that the 25 variables possess the variance ranging from .527 to .826, this indicates the 25 variables possess the variance ranging from 52.7% to 82.6%. These values are statistically significant at 5% level that leads to the extraction of a number of factors from all the 25 factors. This implies that that all the variables possess high reliability and cooperate appropriately factor segmentation.

Table 7: Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.884	43.538	43.538	5.230	20.918	20.918
2	2.043	8.170	51.708	3.793	15.172	36.090
3	1.774	7.096	58.804	3.252	13.006	49.096
4	1.607	6.427	65.231	2.800	11.198	60.294
5	1.256	5.025	70.256	2.490	9.962	70.256
6	.993	3.970	74.226			
7	.837	3.347	77.573			
8	.734	2.936	80.509			
9	.656	2.624	83.132			
10	.555	2.220	85.352			
11	.480	1.919	87.271			
12	.424	1.696	88.967			
13	.396	1.584	90.552			
14	.355	1.420	91.972			
15	.315	1.262	93.234			
16	.269	1.078	94.312			
17	.251	1.005	95.317			
18	.230	.919	96.236			
19	.186	.742	96.978			
20	.174	.695	97.673			
21	.153	.611	98.284			

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
22	.136	.544	98.828			
23	.111	.446	99.274			
24	.098	.391	99.665			
25	.084	.335	100.000			

Extraction Method: Principal Component Analysis.

Source: Computed Data

From the above table it is found that 25 variables are reduced into 5 factors with cumulative 70.256% variance that 5 factors also possess individual variances 20.918%, 15.172%, 13.006%, 11.198% and 9.962. This leads to the variables loading in each factor is shown below.

The first factor consists of eight variables		
Achievement of organizational goal is closely related to fulfillment of personal goals		(0.759)
The opportunity for promotion exists in this organization		(0.754)
The organization system is having openness and community interaction		(0.747)
The pay scale and benefits of the organization treat each employee equitably		(0.708)
There is a good feeling of teamwork in my group		(0.668)
The organization policies and programs are mostly attractive towards employee's development		(0.598)
My supervisor keeps me to updated about the happenings in the organization		(0.577)
The organization provides opportunities to utilize and develop human capabilities		(0.561)
Therefore, this factor can be named Supportive Working Environment A positive and supportive working environment is one in which a culture of kindness and compassion is developed and maintained over time with a view to improving communication, collaboration and productivity in an organization.		
The second factor consists of six variables		
The organization performance is based on the employee performance		(0.739)
Some time I awake at night time, thinking about the work on next day		(0.666)
Employee work life balance is very important for organizational effectiveness		(0.649)
Job involvement encourages to produce high-quality products and services		(0.591)
This organization's planning and control efforts are helpful to employee growth and development		(0.581)
Employees put great deal of effort by own in order to get organization successful		(0.567)
Hence, this factor can be named Employee Satisfaction Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction.		
The third factor consists of five variables		
Attraction and retention of high quality manpower in the organization is key to organizational effectiveness		(0.861)
Free discussions on communication between seniors and subordinates are useful for organizational effectiveness		(0.663)
Receive communication from the top is useful in completing my task		(0.601)
I feel sense of pride as an employee of this organization		(0.598)
Standard of time schedule is fairly followed in my organization		(0.490)
Therefore, this factor can be named Organizational Culture Organization culture is a values and behaviours that contribute to the unique social and psychological environment of an organization. It is based on shared attitudes, beliefs, customs and written and unwritten rules that have been developed over time and are considered valid.		
The fourth factor consists of three variables		
Accept any kind of job assignment given to me in the organization		(0.764)
The co-workers are friendly and approachable		(0.759)
Job involvement boosts the employee strength		(0.454)
Hence, this factor can be named Job Freedom Job freedom is co-workers and job assignment of employees within an organization, making the entire workforce enthusiastically work together in order to achieve individual employees' as well as organizational goals.		
The fifth factor consists of three variables		

The incentive system encourages to reach organizational goals	(0.707)
The employee feel pressured in the organization to do things that are unethical or dishonest	(0.692)
Long range of plans and goals are clearly explained to the employees	(0.57)
Therefore, this factor can be named Management Strategy Management strategy is the continuous planning, monitoring, analysis and assessment of all which is necessary for an organization to meet its goals and objectives.	

Influence of Job Involvement on Organizational Effectiveness:

Table 8: Influence of Job Involvement on Supportive Working Environment Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733(a)	.537	.528	.68670829

Source: Computed Data

From the above table it is found that R = 0.733, R Square = 0.537, Adjusted R Square = 0.528 and Std. Error of the Estimate is 0.68. It implies that the independent variables of job involvement create 53.7% influence over the dependent factors of supportive working environment. This leads to the further verification of the regression fit as stated in the ANOVA table.

Table 9: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	247.380	8	30.922	65.574	.000(a)
Residual	213.620	453	.472		
Total	461.000	461			

Source: Computed Data

From the above table it is found that, F = 65.574 and P = 0.000 are statistically significant at the 5% level. Therefore, it is concluded that the independent variables are good enough to have an exploratory power of supportive working environment. The good regression fit indicates the existence of individual influence over the dependent factors.

Table 10: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	-2.91E-017	.032		.000	1.000
Self-image Oriented Involvement	.514	.032	.514	16.070	.000
Growth Oriented Work Life	.144	.032	.144	4.494	.000
Organization Oriented Involvement	.028	.032	.028	.878	.380
Task oriented Involvement	.053	.032	.053	1.665	.097
Intrinsic Inducement Oriented Involvement	.409	.032	.409	12.789	.000
Stress Oriented Involvement	-.239	.032	-.239	-7.464	.000
Self-Motivation Involvement	.116	.032	.116	3.622	.000
Dynamic Involvement	-.102	.032	-.102	-3.194	.002

Source: Computed Data

From the above table it is found that, self-image oriented involvement (t = 16.070, Beta = 0.514, P = 0.000), growth oriented work life (t = 4.494, Beta = 0.144, P = 0.000), intrinsic inducement oriented involvement (t = 12.789, Beta = 0.409, P = 0.000), stress oriented involvement (t = -7.464, Beta = -.239, P = 0.000), self-motivation involvement (t = 3.622, Beta = 0.116, P = 0.000) and dynamic involvement (t = -3.194, Beta = -0.102, P = 0.002) are statistically significant at 5% level. It is concluded that, job involvement is highly significant to supportive working environment of manufacturing company. The employee opinions all who are related to possess self-image, growth, intrinsic inducement, stress oriented, self-motivation and dynamic involvement play a major role in the working environment of the organization. These factors make the employees to create more job involvement in the manufacturing company.

Influence of Job Involvement on Employee Satisfaction:

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698(a)	.487	.478	.72274897

Source: Computed Data

From the above table it is observed that R = 0.698, R Square = 0.487, Adjusted R Square = 0.478 and Std. Error of the Estimate is 0.72. It implies that the independent variables of job involvement create 48.7% influence over the dependent factors of employee satisfaction. This leads to the further verification of the

regression fit as stated in the ANOVA table.

Table 12: ANOVA (b)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	224.368	8	28.046	53.690	.000(a)
Residual	236.632	453	.522		
Total	461.000	461			

Source: Computed Data

The above table reveals that, $F = 53.690$ and $P = 0.000$ are statistically significant at the 5% level. Therefore, it can be concluded that the independent variables have an exploratory power of employee satisfaction. The good regression fit indicates the existence of individual influence over the dependent factors.

Table 13: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	1.38E-017	.034		.000	1.000
Self-image Oriented Involvement	.269	.034	.269	7.995	.000
Growth Oriented Work Life	.166	.034	.166	4.932	.000
Organization Oriented Involvement	.485	.034	.485	14.413	.000
Task oriented Involvement	.139	.034	.139	4.135	.000
Intrinsic Inducement Oriented Involvement	-.254	.034	-.254	-7.546	.000
Stress Oriented Involvement	.078	.034	.078	2.316	.021
Self-Motivation Involvement	.080	.034	.080	2.376	.018
Dynamic Involvement	.234	.034	.234	6.964	.000

Source: Computed Data

From the above table it is found that, self-image oriented involvement ($t = 7.995$, $Beta = 0.269$, $P = 0.000$), growth oriented work life ($t = 4.932$, $Beta = 0.166$, $P = 0.000$), organization oriented involvement ($t = 14.413$, $Beta = 0.485$, $P = 0.000$), task oriented involvement ($t = 4.135$, $Beta = 0.139$, $P = 0.000$), intrinsic inducement oriented involvement ($t = -7.464$, $Beta = -0.254$, $P = 0.000$), stress oriented involvement ($t = 2.316$, $Beta = 0.078$, $P = 0.021$), self-motivation involvement ($t = 2.376$, $Beta = 0.080$, $P = 0.018$) and dynamic involvement ($t = 6.964$, $Beta = 0.234$, $P = 0.000$) are statistically significant at 5% level. Therefore, it can be concluded that job involvement is highly significant to employee satisfaction in manufacturing company. It is inferred that the job involvement factors are encouraged to produce high quality of employee performance in the organization. It increases the satisfaction level of employees and it also brings opportunities to create personal growth as well as development of organization effectiveness.

Influence of Job Involvement on Organization Climate:

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580(a)	.336	.325	.82185386

Source: Computed Data

The above table depicts that $R = 0.580$, $R\text{ Square} = 0.336$, $\text{Adjusted R Square} = 0.325$ and $\text{Std. Error of the Estimate} = 0.82$. It implies that the independent variables of job involvement, create 33.6% influence over the dependent factors of organization climate. This leads to the further verification of the regression fit as stated in the ANOVA table.

Table 15: ANOVA (b)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	155.024	8	19.378	28.689	.000(a)
Residual	305.976	453	.675		
Total	461.000	461			

Source: Computed DATA

The ANOVA table indicates that, $F = 28.689$ and $P = 0.000$ are statistically significant at the 5% level. Therefore, it can be concluded that the independent variables have an exploratory power of organization climate. The good regression fit indicates the existence of individual influence over the dependent factors.

Table 16: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	6.04E-017	.038		.000	1.000

Self-image Oriented Involvement	-.017	.038	-.017	-.455	.650
Growth Oriented Work Life	.297	.038	.297	7.756	.000
Organization Oriented Involvement	.111	.038	.111	2.902	.004
Task Oriented Involvement	.149	.038	.149	3.895	.000
Intrinsic Inducement Oriented Involvement	.325	.038	.325	8.482	.000
Stress Oriented Involvement	.268	.038	.268	7.004	.000
Self-Motivation Involvement	-.176	.038	-.176	-4.608	.000
Dynamic Involvement	.070	.038	.070	1.824	.069

Source: Computed Data

From the above table it is found that, growth oriented work life ($t = 7.756$, $\text{Beta} = 0.297$, $P = 0.000$), organization oriented involvement ($t = 2.902$, $\text{Beta} = 0.111$, $P = 0.004$), task oriented involvement ($t = 3.895$, $\text{Beta} = 0.149$, $P = 0.000$), intrinsic inducement oriented involvement ($t = 8.482$, $\text{Beta} = 0.325$, $P = 0.000$), stress oriented involvement ($t = 7.004$, $\text{Beta} = 0.268$, $P = 0.000$) and self-motivation involvement ($t = -4.608$, $\text{Beta} = -0.176$, $P = 0.000$) are statistically significant at 5% level. Therefore, it is concluded that job involvement has a strong influence on organizational climate in manufacturing company. It shows that effective climate of organizations such as structure of work units, freedom in work and time schedule leads to involve the employees in their job.

Influence of Job Involvement on Job Freedom:

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453(a)	.205	.191	.89928523

Source: Computed Data

The above table states that $R = 0.453$, $R \text{ Square} = 0.205$, $\text{Adjusted R Square} = 0.191$ and $\text{Std. Error of the Estimate} = 0.89$. It implies that the independent variables of job involvement, create 20.5% influence over the dependent factors of job freedom. This leads to the further verification of the regression fit as stated in the ANOVA table.

Table 18: ANOVA (b)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	94.653	8	11.832	14.630	.000(a)
Residual	366.347	453	.809		
Total	461.000	461			

Source: Computed Data

From the above table it is found that, $F = 14.630$ and $P = 0.000$ are statistically significant at the 5% level. Therefore, it is concluded that the independent variables have an exploratory power of job freedom. The good regression fit indicates the existence of individual influence over the dependent factors.

Table 19: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	6.90E-018	.042		.000	1.000
Self-image Oriented Involvement	.297	.042	.297	7.085	.000
Growth Oriented Work Life	.221	.042	.221	5.280	.000
Organization Oriented Involvement	.113	.042	.113	2.698	.007
Task oriented Involvement	.192	.042	.192	4.581	.000
Intrinsic Inducement Oriented Involvement	-.112	.042	-.112	-2.664	.008
Stress Oriented Involvement	.003	.042	.003	.066	.948
Self-Motivation Involvement	.069	.042	.069	1.657	.098
Dynamic Involvement	.039	.042	.039	.926	.355

Source: Computed Data

From the above table it is found that, self-image oriented involvement ($t = 7.085$, $\text{Beta} = 0.297$, $P = 0.000$), growth oriented work life ($t = 5.280$, $\text{Beta} = 0.221$, $P = 0.000$), organization oriented involvement ($t = 2.698$, $\text{Beta} = 0.113$, $P = 0.007$), task oriented involvement ($t = 4.581$, $\text{Beta} = 0.192$, $P = 0.008$) and intrinsic inducement oriented involvement ($t = -2.664$, $\text{Beta} = -0.112$, $P = 0.000$) are statistically significant at 5% level. Therefore, it is concluded that job involvement is highly influenced by job freedom in the manufacturing company. Thus, it shows that job freedom affects behavior and attitude of employees with job involvement on

organizational effectiveness. Hence, job freedoms as well as job involvement make a congenial ambience among the employees in an organization.

Influence of Job Involvement on Management Strategy:

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479(a)	.229	.216	.88554479

Source: Computed Data

The above table reveals that R = 0.479, R Square = 0.229, Adjusted R Square = 0.216 and Std. Error of the Estimate is 0.88. It implies that the independent variables of job involvement, create 22.9% influence over the dependent factors of management strategy. This leads to the further verification of the regression fit as stated in the ANOVA table.

Table 21: ANOVA (b)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	105.762	8	13.220	16.859	.000(a)
Residual	355.238	453	.784		
Total	461.000	461			

Source: Computed Data

From the above table it is found that, F = 16.859 and P = 0.000 are statistically significant at the 5% level. Therefore, it is concluded that the independent variables have an exploratory power of management strategy. The good regression fit indicates the existence of individual influence over the dependent factors.

Table 22: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	-4.84E-017	.041		.000	1.000
Self-image Oriented Involvement	.338	.041	.338	8.192	.000
Growth Oriented Work Life	-.145	.041	-.145	-3.505	.001
Organization Oriented Involvement	.059	.041	.059	1.438	.151
Task oriented Involvement	.003	.041	.003	.072	.943
Intrinsic Inducement oriented Involvement	.129	.041	.129	3.120	.002
Stress Oriented Involvement	-.051	.041	-.051	-1.236	.217
Self-Motivation Involvement	-.045	.041	-.045	-1.095	.274
Dynamic Involvement	-.264	.041	-.264	-6.398	.000

Source: Computed DATA

From the above table it is found that, self-image oriented involvement (t = 8.192, Beta = 0.338, P = 0.000), growth oriented work life (t = -3.505, Beta = -0.145, P = 0.001), intrinsic inducement oriented involvement (t = 3.120, Beta = 0.129, P = 0.002) and dynamic involvement (t = -6.398, Beta = -0.264, P = 0.000) are statistically significant at 5% level. Therefore, it is concluded that job involvement factors is strongly influenced by management strategy. It shows that the management plan and policies make the employees to increase the involvement in their job and in particular, self-image involvement, growth oriented work life, intrinsic inducement and dynamic involvement create more opportunity to be more effective and successful in the organization.

Hypothesis Testing:

- ✓ There is no significant relationship between job involvement and organizational effectiveness.

To test the above hypothesis the researcher related eight factors of job involvement and five factors of organizational effectiveness. The application of regression analysis on eight independent variables of job involvement and five factors of organizational effectiveness revealed five significant F values namely supportive working environment (F=65.574, P=0.000), employee satisfaction (F=53.690, P=0.000), organization climate (F=28.689, P=0.000), job freedom (F=14.630, P=0.000) and management strategy (F=16.859, P=0.000) are statistically significant at 5% level. Therefore, hypothesis 2 is rejected at 5% level. Hence, it is concluded that there is a deep relationship between job involvement and organizational effectiveness.

Conclusion:

It has been found that job involvement plays a major role in organizational effectiveness in manufacturing companies. The employees in manufacturing companies possess self-image oriented, growth oriented work life, organization oriented, task oriented, intrinsic inducement oriented, stress oriented, self-motivation and dynamic involvement. Therefore, it is concluded that the job involvement is abundantly found in manufacturing companies.

The organizational effectiveness is conspicuously found among manufacturing companies. The

existence of supportive working environment, employee satisfaction, optimized organizational climate and freedom of job creates an effective productive environment in an organization. The management strategy also leads to an effective manufacturing organization. An optimal climate with productivity and individual efficiency increase results in employees upgrading and equipping themselves to meet the changes and challenges in the organization. Hence, job involvement is very much required in manufacturing companies to create the efficiency and effectiveness in the organization. They must continuously upgrade themselves, and stay ahead of changes by proper job involvement in the organizations.

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