



A study of Effect of Demographic Profiles of Employees working at Diamond Industry on Critical Factors influencing Job Involvement - A Factor Analytic Study

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Abstract: *Job involvement is an integral and growing concept in organizational behaviour. The job involvement of the individual seems to be potentially fundamental to the satisfaction of certain salient psychological needs that could lead to positive organizational implications. Descriptive-cross sectional research design and quantitative research with the help of well structured questionnaire was used to get responses from 238 employees working at Diamond Industry in Navsari. The present study is focused on factors influencing employees' job involvement and the effect of demographic factors on their job involvement. A Multivariate Analysis (Factor Analysis) has been used in this study to analyze factors influencing employees' job involvement. Researcher got good insights about it and the three factors found to be influencing Employees' Job Involvement are Job Satisfaction & Commitment, Employees Self Motivation & Appraisal and Working Environment & Conditions. The whole population of Navsari was unable to cover due to time & cost constraints and other variables like organization commitment, balancing work life, turnover, absenteeism etc. can be studied for future research.*

Key words: *Job involvement, employees, factor analysis and demographic profiles.*

I. INTRODUCTION

According to McKinsey Global Institute analysis, they suggest the diamond industry will likely continue to be a robust and profitable sector, with demand growth outstripping supply. At the same time, the industry is being fundamentally re-shaped by ongoing developments and will likely need to evolve further over the coming years. Some of these developments depend on which scenario comes closest to reality, but others are likely to play out regardless. McKinsey believes that the diamond industry will remain attractive to investors, but we also know that companies across the value chain are looking for insights to help guide their long-term strategy development. They also suggests that even under the most pessimistic demand scenario and the most aggressive supply scenario, the fundamentals of the industry will likely be positive, with demand outpacing supply growth. At the same time, the industry is set for rapid change under any scenario as a result of various trends, such as the expected accelerated or further increase in mining costs, the pressure on the midstream to professionalize and the continued shift in demand to emerging markets. Companies will need to position themselves carefully to take advantage of growth opportunities.

Job involvement is defined as the measure of the degree to which employee is involved in his job and takes part in decision-making. Employees' job involvement increases if employees have decision making authority, responsibility and the tempo of the work (Bass, 1965). In other word for highly involved individuals performing well on the job is important for their self esteem (Lodahl & Kejner, 1965). It is also referring the degree to which an employee is engaged in and enthusiastic about performing their work. Business managers are typically well aware that efforts to promote job involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. Research studies over the past two decades, which have explored the construct of job involvement, have approached it from two different perspectives (Sekeran, 1989; Sekeran & Mowday, 1981). First when viewed as an individual difference variable, job involvement is believed to occur when the possession of certain needs, values or personal characteristics pre-dispose individuals to become more or less involved in their jobs and the second perspective views job involvement as a response to specific work situation characteristics. Job involvement has been defined as an individual's psychological identification or commitment to his / her job (Kanungo, 1982a). About 2/3 of the business units scoring above the median on employee engagement also scored above the median on performance, while only about 1/3 of companies below the median on employee engagement scored above the median on performance (Harter, Schmidt & Hayes, 2002). Job Involvement has been described as job situations of central life interest, the total image of self on his/her work, the degree to which a person's participation in his or her self concept or self esteem, etc. (Ooi Keng Boon, 2007).

II. LITERATURE REVIEW

Ajay Bhatia and et al (2012) – the researchers have studied analyzing the role of job involvement on organizational effectiveness among the employees of Punjab National Bank. The authors have collected data from 80 employees using Simple random sampling technique in and around Hoshiarpur. The authors conclude that the job involvement has a direct relationship with organizational effectiveness by way of their working style, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc.



Asli Kucukaslan Ekmekci (2011) – the author studied on job involvement and commitment of employees in Turkey and also study Job Model Theory and concluded that the job involvement perceptions of the employees in Turkey have an effect on their organizational commitment. The demographical factors were examined and find that there is an impact on the relationship between employees' job involvement and organizational commitment.

Chi-shun Liao and Cheng-wen Lee (2009) – the authors have studied an empirical study employee job involvement and personality traits in Taiwan Plastic Industry. The researchers' empirical findings show that neuroticism relates negatively to employee job involvement, where as extroversion, openness, agreeableness, and conscientiousness relate positively to it.

Faisan Mohsan and et al. (2004) – the authors have studied employees' motivation, commitment and job involvement in banking sector of Pakistan. They have collected data from 285 employees and found weak positive relationship of motivation, commitment and job involvement was found with each other.

Joy Varghese and Praveen (2014) – the authors have studied job involvement of high school teachers depends up on the culture of organization. They found that Teachers and the Organization are the two sides of a same coin and without teachers an organization alone cannot run a school. Therefore they further conclude that both the teachers and the organizations are very much interrelated and studied that Teachers are potters of children, they shape and mould them to a better pot to productive and make use of them to a great nation builders.

Kalpna Solanki (2014) - the researcher have focused on highlighting the importance of different types of factors like monetary, nonmonetary benefits, job enrichment, work culture and their association with the employee job involvement. The result has being observed that observed that the employee job involvement may or may not have any association with the above mentioned factors. The researcher's main focus is on improving organization conditions which will help in improving the employee job involvement.

Khalid Mazayed and et al (2014) – the researchers have studied on assessing the Impact of Job Involvement and Commitment on Organizational Productivity in the Arab/Gulf Countries. They found that there is significant positive relationship between job involvements, employee's commitment and organizational productivity.

Khurram Khan and Ali Raza Nemati (2011) – the authors have studied the Impact of job involvement on employee satisfaction on medical doctors working at Riphah International University Teaching Hospitals in Pakistan. The authors have examines the relationship between job involvement and employee satisfaction from 127 medical doctors, the results indicate that job involvement has a significant impact on medical doctors' satisfaction working at Teaching Hospitals of Riphah International University.

Mark Huselied and Nancy Day (1991) – the researchers have studied organizational commitment, job involvement and turnover among 138 supervisors. The authors have studies ordinary least square regressions and conclude that results obtained with linear techniques are functions of inappropriate estimation procedure when dependent variable is binary.

Nek Kamal Yeop Yunus and et al. (2011) – the researchers have examined the relationship between work overload and job involvement with the two dimensions of work-family conflict i.e. works interference with family and family interference with work among Malaysian Doctors. The results found by researchers is that the work overload was positively related to both work interference with family (WIF) and family interference with work and job involvement was found to have no significant impact on the two forms of work-family conflict.

Rabinowitz and et al (1977) – the authors have explained various definitions of job involvement and studied the theoretical aspects of job involvement as an individual characteristic, as a situational determined variable, and as a product of person-situation interaction.

Sandhya Mehta (2011) – has studies job involvement among working women who are in feminine professional in school and social work and also studied the effect of demographic factors of women on job involvement. The findings show the age of the working women did not affect the job involvement though the married lady doctors and women working in banks with age below thirty years exhibited higher level of job involvement, and the researcher also found that all the women from the categories under study belonging to rural background exhibited high level of job involvement.

Tariq Iqbal Khan and et al (2011) – the authors have studied Job Involvement as Predictor of Employee Commitment and highlights the effect of job involvement on three types of commitments i.e. affective commitment, Continuance commitment and normative commitment. They have collected data from 211 employees of 11 different organizations and results revealed that job involvement has positive impact on three types of commitments.

Toga Raymond and Themba Q. Mjoli (2013) – have studied the relationship between job involvement, job satisfaction and organizational commitment among lower-level employees at a motor-car manufacturing company in East London, South Africa. The researcher found that both job satisfaction and job involvement are strongly associated with organizational commitment, job satisfaction accounts for a higher proportion of variance in organizational commitment than job involvement. They also analyse and found that the Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be significantly and highly inter-correlated, an indication that they are all equally associated with organizational commitment.



Polite Masvaure and et al. (2014) – the authors have studied the relationships between three job characteristics constructs, namely work engagement, intrinsic motivation and job satisfaction in a workplace notorious for discord and conflict between workers and employers in the Diamond Mining Company, with a final sample of 156 employees and they conclude there is a positive relationships between job satisfaction, work engagement and intrinsic motivation among the workers and the results indicate that intrinsic motivation and work engagement can enhance job satisfaction among employees.

III. PROBLEM STATEMENT

Consequently, the morale of employees working in Diamond industry is kept decreasing and they are getting less involved in their job, due to this reason it is necessary to study and identify the factors that contribute to employees' job involvement.

IV. OBJECTIVES OF THE STUDY

1. To determine the factors that contribute to employees' job involvement in Diamond Industry
2. To study the effect of personal demographic variables on job involvement of employees.
3. To study the association between Job satisfaction and education qualification among employees.

V. DESIGN & METHOD OF DATA COLLECTION

Descriptive Research – Cross Sectional Design has being used for this research. Researcher has collected primary data from employees working in Diamond Industry in Navsari city by personally interviewing the respondents with the help of well structured questionnaire.

Hypothesis:

1. There is no significance association between Job Satisfaction and Education of employees.
2. There is no significance variance in employees' job involvement with demographic profiles of employees.

Sampling Plan:

1	Sample Size	238 samples
2	Sampling Units	Employees working in Diamond Industry
3	Sampling Methods	Non Probability Convenience Method
4	Sampling Area	Navsari City

VI. DATA ANALYSIS

Table: 1 Shows Frequencies And Percentage Of Demographic Profiles of respondents				
Factor	Categories	Frequency	Count	Percentage
Age	18-25	238	51	21.4
	26-35		84	35.5
	36 & above		103	43.3
Gender	Male	238	174	73.1
	Female		64	26.9
Experience	Less than 2 years	238	42	17.6
	2 to 5 years		53	22.3
	Above 5 years		143	60.1
Qualification	10 pass	238	34	14.3
	12 pass		139	58.4
	Graduate		57	23.9
	Post graduate		8	3.4
Marital Status	Married	238	180	75.6
	Unmarried		58	24.4
Monthly Income	Less than 10,000	238	150	63
	10,001 – 15,000		81	34
	15,001 – 20,000		7	3
	More than 20,000		0	0



Questions	YES	NO
Are you satisfied with your job?	206	32
Do you motivate with your work?	141	97
Are you believed motivation helps to increase the interest in the work?	198	40
Do you believe that training lead to increase your job involvement?	163	75
Does welfare activity affect your job?	126	112
Are you satisfied with performance appraisal system?	194	44
Does your personal reason affect to your job?	100	138
Are you believed job involvement reduces the time consuming in the work?	191	47
Did you believe the positive attitude is more effective in the job involvement?	220	18

Table 2: Showing scale of Employees’ Job Involvement

SA=Strongly Agree, A = Agree, N = Neutral, DA = Disagree & SDA = Strongly Disagree

No.	Particular	SDA	DA	N	A	SA	Mean score
1	The major satisfaction in my life comes from my job.	4	43	85	102	4	3.25
2	I have good infrastructure to do my work.	1	0	1	88	148	4.61
3	I can give full attention to the work at hand.	1	1	9	185	42	4.12
4	I am really a perfectionist about my work.	1	20	83	114	20	3.55
5	I feel depressed when I fail at something connected with my job.	2	43	54	131	8	3.42
6	I am considering myself to be completely involved in my job.	2	5	8	183	40	4.07
7	I would probably keep working even if I did not need the money.	5	55	52	119	7	3.29
8	I avoid taking on extra duties and responsibilities.	0	68	38	130	2	3.28
9	The mission and purpose make me feel the importance to my job.	0	7	11	178	42	4.07
10	I engage myself in office staff gossip and other conversation.	1	27	129	80	1	3.22
11	Sometimes I would like to kick myself for the mistakes I make in my work.	8	60	113	52	5	2.94
12	I am proud to work for this organization.	0	19	60	140	19	3.67
13	I am satisfied to do work in this organization.	6	22	5	139	66	4.00
14	I would recommend this place as a great place to work.	6	26	49	126	31	3.63
15	My work gives a feeling of personal accomplishment.	6	24	25	159	24	3.72
16	I often put more effort into my job than is required so I can help this organization to succeed.	0	6	24	172	36	4.00

As it is illustrated in the above table, that major of the respondent tends towards between neutral and agree to the above statements showing consumer behavior towards shopping mall.

Reliability Test

Table 3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.821	0.825	16

The alpha coefficient for the four items is 0.821, suggesting that the items have relatively high internal consistency. Table – 3 shows Reliability Analysis address the issues of whether this instrument will produce the same result each time, it is administered to the person in the same setting. Here Alpha is **0.821**. According to thumb rule of Alpha, here instrument reliability is **good**.



Table 4: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The major satisfaction in my life comes from my job.	55.58	34.203	.649	.588	.796
I have good infrastructure to do my work.	54.22	39.707	.170	.333	.824
I can give full attention to the work at hand.	54.71	37.576	.539	.446	.809
I am really a perfectionist about my work.	55.27	35.775	.512	.606	.806
I feel depressed when I fail at something connected with my job.	55.40	35.997	.436	.670	.811
I am considering myself to be completely involved in my job.	54.76	37.375	.470	.471	.810
I would probably keep working even if I did not need the money.	55.54	34.992	.487	.537	.808
I avoid taking on extra duties and responsibilities.	55.55	44.747	-.366	.343	.864
The mission and purpose make me feel the importance to my job.	54.75	37.386	.487	.449	.810
I engage myself in office staff gossip and other conversation.	55.60	42.089	-.158	.295	.842
Sometimes I would like to kick myself for the mistakes I make in my work.	55.88	36.028	.448	.461	.810
I am proud to work for this organization.	55.16	35.744	.555	.698	.804
I am satisfied to do work in this organization.	54.83	32.472	.722	.799	.789
I would recommend this place as a great place to work.	55.19	32.773	.707	.739	.790
My work gives a feeling of personal accomplishment.	55.11	32.905	.751	.791	.788
I often put more effort into my job than is required so I can help this organization to succeed.	54.82	36.154	.652	.572	.801

Factor Analysis

Purpose: To determine the representative factors from various variables.

Table 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	2.073E3
	df	120
	Sig.	.000

KMO Value:

Factor Analysis Test is used to determine reduced factors from various factors. Before applying factor analysis test first we have to determine the value of KMO.

A measure of whether distribution of values is adequate for conducting factor analysis. **Kaiser** designates levels. A measure >0.9 is marvelous, >0.8 is meritorious, >0.7 is middling, >0.6 is mediocre, >0.5 is miserable, and <0.5 is unacceptable. In this case **0.840**, this is meritorious.

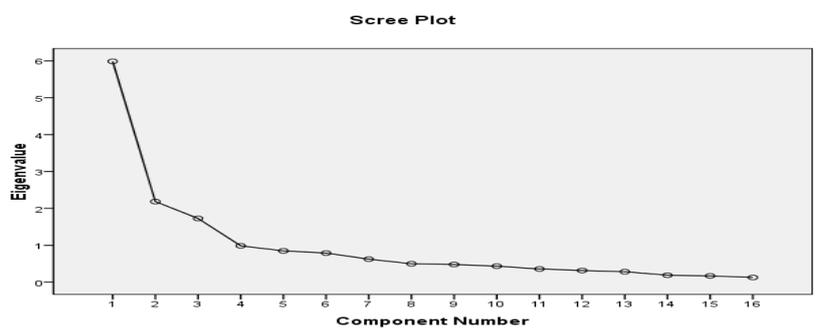
Bartlett Test of Sphericity is a measure of the multivariate normality of set of distributions. It also tests whether the correlation matrix is an identity matrix or not. (Factor analysis is meaningless without Identity matrix). A significant value < 0.05 indicates that these data do not produce an identity matrix or differ significantly from Identity matrix and are thus approximately multivariate normal and acceptable for factor analysis. In this case the Bartlett Test value is $0.000 < 0.05$, so my set of distribution is multivariate normal and acceptable for factor analysis.

Table 6: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.986	37.411	37.411	5.986	37.411	37.411	4.224	26.401	26.401
2	2.185	13.655	51.066	2.185	13.655	51.066	3.071	19.194	45.594
3	1.728	10.797	61.863	1.728	10.797	61.863	2.603	16.269	61.863
4	.985	6.157	68.020						
5	.849	5.305	73.325						
6	.789	4.930	78.255						
7	.624	3.898	82.153						
8	.499	3.121	85.274						
9	.479	2.993	88.267						
10	.434	2.714	90.981						
11	.358	2.237	93.218						
12	.316	1.977	95.195						
13	.283	1.770	96.966						
14	.188	1.177	98.143						
15	.170	1.062	99.205						
16	.127	.795	100.000						

Extraction Method: Principal Component Analysis.

Here from total variance table it is interpreted that the three factors extracted together account for 61.863% of the total variance. Here while reducing these factors to three factors, $(100-61.863) = 38.137\%$ of the information content get lost.



The above figure shows a Scree plot. It plots the Eigen values on a Bi-coordinate plane. The Scree plot is sometimes used to select how many factors to rotate to a final solution. The Scree plot shows the graphical representation of the factors and also the Eigenvalue is selected as 1. Here the reduced factors are those Eigenvalue is 1 greater than 1 will be considered i.e. three factors.

Table 7: Rotated Component Matrix

Component	Component		
	1	2	3
The major satisfaction in my life comes from my job.	.678	.407	.082
I have good infrastructure to do my work.	-.099	-.122	.738
I can give full attention to the work at hand.	.238	.235	.650
I am really a perfectionist about my work.	.349	.681	.080
I feel depressed when I fail at something connected with my job.	.007	.782	.302



I am considering myself to be completely involved in my job.	.155	.228	.741
I would probably keep working even if I did not need the money.	.186	.679	.311
I avoid taking on extra duties and responsibilities.	-.128	-.592	-.085
The mission and purpose make me feel the importance to my job.	.211	.198	.697
I engage myself in office staff gossip and other conversation.	.021	-.611	.227
Sometimes I would like to kick myself for the mistakes I make in my work.	.202	.631	.209
I am proud to work for this organization.	.874	.061	-.071
I am satisfied to do work in this organization.	.901	.111	.136
I would recommend this place as a great place to work.	.865	.107	.181
My work gives a feeling of personal accomplishment.	.855	.178	.179
I often put more effort into my job than is required so I can help this organization to succeed.	.601	.161	.457
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Inferences: Here in rotated component matrix (table-7) researcher can find variables and their correlations with extracted three factors. Here there are three reduced factors that researcher gets by Factor Analysis Test. These factors can be:

Factors	Table 8: Showing the Factor Analysis of 16 Components	
	Components	Factors Name
Factor 1:	The major satisfaction in my life comes from my job. I am proud to work for this organization. I am satisfied to do work in this organization. I would recommend this place as a great place to work. My work feeling personal accomplishment. I often put more effort into my job than is required so I can help this organization to succeed.	Job Satisfaction & Commitment
Factor 2:	I am really a perfectionist about my work. I feel depressed when I fail at something connected with my job. I would probably keep working even if I did not need the money. Sometimes I would like to kick myself for the mistakes I make in my work.	Employees Self Motivation & Appraisal
Factor 3:	I have good infrastructure to do my work. I can give full attention to the work at hand. I am considering myself to be completely involved in my job. The mission and purpose make me feel the importance to my job. I engage myself in office staff gossip and other conversation. I avoid taking on extra duties and responsibilities.	Working Environment & Conditions

Hypothesis – 1

Ho: There is no significance association between Job Satisfaction and Education of employees

Ha: There is significance association between Job Satisfaction and Education of employees

		10 th pass	12 th pass	Graduate	Post graduate	Total
Job satisfaction	yes	33	125	41	7	206
	no	1	14	16	1	32
Total		34	139	57	8	238

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.065	3	0.002
Likelihood Ratio	14.374	3	0.002
Linear-by-Linear Association	10.142	1	0.001
No. of Valid Cases	238		

If the significance (p-value) is less than 0.05, then Ho is rejected.
If the significance (p-value) is greater than 0.05, then Ho is accepted.

Here (p-value=0.002) is less than 0.05, Ho is rejected. So, there is significance association between Job Satisfaction and Education of employees.

Hypothesis - 2

Ho: There is no significance variance in employees' job involvement with demographic profiles of employees.
Ha: There is significance variance in employees' job involvement with demographic profiles of employees.

Factors influencing Employees Job Involvement	Demographic profiles of Employees					
	Age	Gender	Marital status	Income	Education Qualification	Experience
Job Satisfaction and Commitment	.000	.009	.002	.000	.000	.001
Employees Self Motivation and Appraisal	.107	.000	.537	.010	.172	.834
Working Environment and Conditions	.099	.356	.210	.331	.397	.005

If the significance (p-value) is less than 0.05, then Ho is rejected.
If the significance (p-value) is greater than 0.05, then Ho is accepted.

VII. FINDINGS & CONCLUSION

The result of the research shows that age group 18 to 25 are 21.4%, 26 to 35 are 35.5% and 36 & above are 43.3%, 73.1% are male while remaining is female. More than 60% of employees having job experience more than five years, majority of employees have education upto 12th standard which is more than 58%, more than 75% of employees are married and the result also shows that employees are not earning more than Rs 20,000/- per month and 63% of employees having income less than Rs 10,000/- per month.

The table-10 shows the chi-square test shows there is significance difference between Job Satisfaction and Education of employees, it means that instead of having low education qualification, employees working in diamond industry having high job satisfaction. As in diamond industry education is not that much required, so as per their qualification they are satisfied with their job.

The table-8 shows that the 16 components are reduced to three factors which showing the behavior of the employees towards job involvement are Job Satisfaction and Commitment, Employees Self Motivation and Appraisal and Working Environment and Conditions. The one way ANOVA test have being applied to test the significance variance in employees' job involvement with demographic profiles of employees. The findings show in the Table-11 that the factor – Job Satisfaction & Commitment have significant variance with all demographic profiles of employees, while the Employees Self Motivation and Appraisal have significant variance with gender and income of employees. Working environment and conditions have significant variance only with experience of employees.



VIII. SCOPE OF FUTURE RESEARCH

Future researchers are recommended to study organization commitment, balancing work life, turnover, absenteeism etc. and to expand the sample size to a more adequate size in order to better represent the total population as the more sample being selected will contribute to a more reliable and accurate results.

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