

**UNDERSTANDING THE LINK BETWEEN JOB INVOLVEMENT
AND ITS CORRELATION WITH THE MONETARY,
NONMONETARY BENEFITS, JOB ENRICHMENT, AND WORK
CULTURE**



Dr Kalpana Solanki*

**Associate Professor & Chair, Human Resources Department, American university in Emirates, Dubai, United Arab Emirates.*

ABSTRACT

This research has been 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. It has been observed that the employee job involvement may or may not have any association with the above mentioned factors. The study of the above mentioned factors in relation with employee job involvement is very important in context of UAE because the researcher thinks that not many studies have been conducted on this topic and this research will help in analyzing the employee outlook regarding monetary, nonmonetary benefits, job enrichment, work culture and their association with the employee job involvement .This study will help the organizations to improve those conditions which will help in improving the employee job involvement.

KEYWORDS- Employee job involvemen , monetary, nonmonetary benefits, job enrichment, work culture.

INTRODUCTION

The objective of this study is to analyze that is there any correlation between employee job involvement and monetary, nonmonetary benefits, job enrichment and work culture. This research topic was carefully selected by the researcher because the researcher felt that employee job involvement is a major issue in many organizations in GCC and understanding the association between employee job involvement and monetary, nonmonetary benefits, job enrichment, work culture will help the industry to identify those factors which might have a positive impact on the employee job involvement and eventually increase the organizational growth and profitability. This study intends to help the managers to be acquainted with the views of the working student although the sample size may not be fairly representing the outlook of all the organizations & employees working in the whole GCC region.

OBJECTIVE

The objective of this research is to examine that does a correlation exists between job involvement and its correlation with the monetary, nonmonetary benefits, job enrichment, and work culture.

METHODOLOGY

The researcher has used (ANOVA) linear regression test which projects the relationship between independent variable (monetary, nonmonetary benefits, job enrichment, work culture) and the dependent variable (employee job involvement) to test the hypothesis. The researcher has used frequency table for analysis of the demographic factors & has done the mean & standard deviation analysis. The researcher has used the

Pearson correlation test to check the validity of the research questionnaire. This study is mainly conducted through a structured questionnaire survey. This questionnaire was developed in accordance with the purpose of the study and keeping in mind the various factors related to the study like monetary, nonmonetary benefits, job enrichment, work culture and their association with the employee job involvement. The questionnaire consisted of 5 sections. The questionnaire was distributed to the working students from different colleges of AUE.

The questionnaire was prepared in English language. A closed question format was used to get a quick and accurate response from the respondents. Total 300 questionnaires were distributed to the working students in Dubai International Academic City out of which 221 were completed properly and returned to the researcher.

RESULT

The result has shown that there is link between job involvement and its correlation with the monetary, nonmonetary benefits, job enrichment, and work culture. The hypotheses that there is null association between employee job involvement and nonmonetary benefits, monetary benefits, job enrichment, work culture is proved wrong because there is a positive relation between these factors.

Significance of the study:-

Employee job involvement is an important factor because it can increase or decrease the profitability of the organization on a macro level. The researcher thinks that identifying the relationship between employee job involvement and monetary,

nonmonetary benefits, job enrichment, work culture will give a better understanding of the employee mindset and his preferences. This study will enable the top executives in deciding the strategies related to setting guidelines for improving the employee productivity and retention policy. This study fulfils an identified need to study the topic of employee job involvement in order to increase the employee productivity.

Statement of the Problem: -

This research focuses on a very important aspect of the work i.e. Employee job involvement and its relationship with monetary, nonmonetary benefits, job enrichment, and work culture. It has been observed that in the past limited studies have been conducted by researchers the topic of employee job involvement.

Purpose of the Study:-

The purpose of the present study is to find out the important work related factors like employee job involvement and its correlation with and monetary, nonmonetary benefits, job enrichment, work culture.

Research Questions:-

The below mentioned questions are the guiding forces behind this study:

- ? What kind of relationship exists between the employee job involvement and monetary, non-monetary benefits, job enrichment work culture?
- ? Does the employee job involvement increase if the employees have positive monetary, nonmonetary benefits, job enrichment, work culture.

HYPOTHESES

- Ha1: There will be a positive association between employee job involvement and monetary benefits.
- Ho1: There will be a null association between employee job involvement and monetary benefits.
- Ha2: There will be a positive association between employee job involvement and nonmonetary benefits.
- Ho2: There will be null association between employee job involvement and nonmonetary benefits.
- Ha3: There will be a positive association between employee job involvement and job enrichment.
- Ho3: There will be null association between employee job involvement and job enrichment.
- Ha4: There will be a positive association between employee job involvement and work culture.
- Ho4: There will null association between employee job involvement and work culture.

SUMMARY OF THIS RESEARCH

The researcher has used (ANOVA) linear regression test which projects that there is a relationship between independent variable (monetary, nonmonetary benefits, job enrichment, work culture) and the dependent variable (employee job involvement) to test the hypothesis. The researcher has used frequency table for analysis of the demographic factors & has done the mean & standard deviation analysis. The researcher has used the Pearson correlation test to check the validity of the research questionnaire. This research poses very important questions to find out whether a relation exists between the

employee job involvement and monetary , non monetary, job enrichment and work culture.

It has been examined in this study that there can be a link between the employee job involvement and monetary benefits. If the organizations provide fair monetary benefits to the employees then the employee job involvement can be increased.

This research has found that non monetary benefits like recognition, praise, appreciation etc are also important for increasing the employee job involvement.

This research finds out that if the employee gets job enrichment in his work from time to time then his job involvement can increase.

The positive work culture of an organization is another important factor that can increase the employee job involvement. This enable the managers to pay due attention to improve the work culture which can lead to improvement in the employee job involvement.

Table 1: Pearson Correlation Table

Correlations

		x1	x2	x3	X4	Y
x1	Pearson	1	.161*	.381**	.327**	.463**
	Correlation					
	Sig. (2-tailed)		.016	.000	.000	.000
	N	221	221	221	221	221
x2	Pearson	.161*	1	.351**	.335**	.553**
	Correlation					
	Sig. (2-tailed)	.016		.000	.000	.000
	N	221	221	221	221	221
x3	Pearson	.381**	.351**	1	.443**	.522**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	221	221	221	221	221
X4	Pearson	.327**	.335**	.443**	1	.658**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	221	221	221	221	221
Y	Pearson	.463**	.553**	.522**	.658**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	221	221	221	221	221

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

ANOVA TEST

Table 2: ANOVA findings for Hypothesis 1

ANOVA ^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	450.476	1	450.476	59.738	.000
	Residual	1651.439	219	7.541		
	Total	2101.915	220			

ANOVA^b

Table 3: ANOVA findings for Hypothesis 2

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	643.827	1	643.827	96.701	.000
	Residual	1458.088	219	6.658		
	Total	2101.915	220			

ANOVA^b

Table 4: ANOVA findings for Hypothesis 3

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	572.059	1	572.059	81.891	.000
	Residual	1529.856	219	6.986		
	Total	2101.915	220			

Table 5: ANOVA findings for Hypothesis 4

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	911.023	1	911.023	167.533	.000
	Residual	1190.892	219	5.438		
	Total	2101.915	220			

CONCLUSION

This study indicates that there is a link between employee job involvement and it has a correlation with the monetary, nonmonetary benefits, job enrichment, and work culture. It has been observed that if the top management will give due priority to the function of HRM in the organizations then the organizations can become more productive and profitable because it is the employee who is the most important contributor in any organization. Monetary and nonmonetary benefits can make a big positive difference in the employee job involvement which can lead to the attainment of the organizational goals by increasing the employee job involvement. The employee job involvement is gradually becoming a very critical factor in the success of every organization. Job enrichment and work culture are the other two important factors that can create a constructive

employee job involvement. Organizations who want to sustain in the business for long time have to make work on different ways by which the employees job involvement can be increased this will give better results in the future.

RECOMMENDATIONS

1. This research work suggests that employee job involvement is an important factor and there is a positive relation between monetary benefits, nonmonetary benefits, job enrichment and work culture.
2. The research suggests that there are multiple factors that are responsible for the increase in the employee job involvement.
3. MNC, medium and small scale organizations can develop a

customized mix of the factors like monetary benefits, nonmonetary benefits, job enrichment and positive work culture as to increase the employee job involvement.

4. Employee job involvement can be increased by including an effective combination of the factors like monetary benefits, nonmonetary benefits, job enrichment and work culture in the job.

LIMITATIONS OF THE STUDY

This study do have its own limitations like only the working students studying at American University in the Emirates and DIAC were included as a respondent in this study. Although most of them are working with public sector organizations in UAE but they might not be a representation of all the working students in UAE. Thus research in other emirates can be conducted for more valid and accurate results. Another limitation of this study is that there many more factors then the factors included in this study that could increase the employee job involvement.

REFERENCES

1. Al-Adaileh, Raid M; Al-Atawi, Muawad S, (2011) *Organizational culture impact on knowledge exchange: Saudi Telecom context*, *Journal of Knowledge Management*, 15.2, pp. 212-230.
2. Amah, Edwinah; Ahiauzu, Augustine. (2013) *Employee involvement and organizational effectiveness*, *The Journal of Management Development*, 32.7, pp. 661-674.
3. Andrew, Ologbo C; Sofian, Saudah, (2011) *Engaging People who Drive Execution and Organizational Performance*, *American Journal of Economics and Business Administration* 3.3, pp. 569-575.
4. Giancola, Frank, (Jul 2013), *How Important Are Benefit Plans to Your Employees and How Satisfied Are They With Your Offerings?* *false Employee Benefit Plan Review* 68.1, pp. 27-30.
5. Guy Paré, Tremblay, Michel, (Jun 2007), *The Influence of High-Involvement Human Resources Practices, Procedural Justice, Organizational Commitment, and Citizenship Behaviors on Information Technology Professionals' Turnover Intentions*, *false Group & Organization Management*, pp. 326-338, 344-357
6. Hassan, Shahidul. (2013), *Does Fair Treatment in the Workplace Matter? An Assessment of Organizational Fairness and Employee Outcomes in Government*, *American Review of Public Administration* 43.5, pp. 539.
7. Howard, Jack L, (2008): *The use of non monetary motivators in small business*, *false The Entrepreneurial Executive* 13, pp. 17-29.
8. Mahajan, Ashish, Bishop, James W; Scott, Dow (2012) *Does Trust in Top Management Mediate Top Management Communication, Employee Involvement and Organizational Commitment Relationships?* *Journal of Managerial Issues* 24.2, pp. 173-190, 122.
9. Rotenberry, Paul F, Moberg, Philip J, (2007) *Assessing the impact of job involvement on performance*, *Management Research News* 30.3, pp 203-215.
10. Sumukadas, Narendar, (2006) *Employee involvement: a hierarchical conceptualisation of its effect on quality*, *The International Journal of Quality & Reliability Management* 23.2/3, pp. 143-161.
11. Ueda, Yutaka, (2012) *Effect of job involvement on the importance, evaluation of organizational citizenship behaviour*, *International Journal of Business and Society* 13.1, pp. 77-89.
12. Yousef, Darwish A, (2001): *Islamic work ethic - A moderator between organizational commitment and job satisfaction in a cross-cultural context*, *Personnel Review* 30.2, pp. 152-169.