SUMMARY

The present study was planned to ascertain the relationships of job anxiety, personality characteristics, job burnout and their various facets with job involvement among managers and clerical staff. In addition to these variables it was also aimed to establish the relationship between certain biographical variables such as age and work experience with job involvement. Further, the objectives of this research was expanded to see the influence of some of these variables on job involvement. The high and low groups were formed on the basis of $Q_1$ and $Q_3$ cut points to find out the varying effects of these variables on job involvement.

Chapter – I deals with introduction and review of literature concerning the variables of the topic of this small piece of research works. The investigator made all possible efforts to present explicit explanation of the concepts and their theoretical background of each variable and supported by recent relevant research literature bearing direct or indirect relation with the topic. Keeping the purpose of the study in mind and in the light of reviewed literature thirty three null hypotheses were formulated for verification.

Chapter – II is fully devoted to methodology and procedural presentation of conducting study. The study was conduced on three hundred employees selected randomly from nationalized bank. The sample consists of 140 manager and 160 clerical staff with a range of age and work
experience between 26-59 years and 1-38 years respectively. The tools used to gather information from the respondents were the Job Involvement Scale (Lodhal and Kejner, 1965), Job Anxiety Scale (Srivastava and Sinha, 1974), Multivariable Personality Inventory (Muthayya, 1973) and Job Burnout Scale (Maslach and Jackson, 1981) and biographical information blank. The Pearson’s correlation coefficient and t-test were used to analysed the data.

In chapter – III the results and discussion have been presented systematically in various Tables. In the beginning of this chapter the r-values for each independent variable along with its various facets have been presented in the Tables (3.1 to 3.12). The results presented in the second part of this chapter begins from Table-3.13 and continued Table-3.33. The major findings of the present research revealed that: (i) The self-esteem, one of the factors of job anxiety showed significant relationship with job involvement of bank employees \( (r = 0.142, P < .05) \) whereas security and human relation at work showed insignificant inverse relationships with job involvement \( (r = -0.025 \text{ and } r = -0.067) \), no any factor of job anxiety was found to show significant relationship with job involvement in case of managers whereas security, human relation at work and overall job anxiety were found to show insignificant inverse relationship with job involvement \( (r = -0.109, -0.102, -0.085 \text{ and } -0.008 \text{ respectively}) \) in case of clerical staff. Self-esteem emerged as one of the leading factors of job involvement \( (r = \)}
0.173, P < .01). (ii) The overall personality characteristics was found significantly related to job involvement whereas empathy (r = 0.127, P < .05), ego-ideal (r = 0.106, P < .05), dogmatism (r = 0.160, P < .01) and dominance (r = 0.159, P < .01) emerged leading characteristics contributing to job involvement among bank employees, the dominance (r = 0.174, P < .05) was found significantly related in case of managers while ego-ideal, pessimism and neuroticism were found to show insignificant inverse relationship with job involvement, and overall personality characteristics, empathy, ego-ideal and dogmatism were found significantly related to job involvement among clerical staff. (iii) The personal accomplishment which is one of the dimensions of job burnout revealed significant relationship with job involvement among all the groups of bank employees while emotional exhaustion showed inverse relationship with job involvement. (iv) The age and work experience were found significantly related with job involvement but in case of managers only age was found to be significant factor related to job involvement whereas in case of clerical staff no significant relationship was found between age and work experience with job involvement.

(v) The managers and clerical staff were found to differ significantly in terms of job involvement and job burnout while two groups did not differ with regard to job anxiety (t = 2.41, P < .05; t = 2.18, P < .05, and t = 0.70) respectively. The employees older and younger in age and
also having high and low work experience did not differ significantly in terms of job involvement (t = 1.30 and t = 1.21). (vi) The managers experiencing high job anxiety and high job burnout were found to score significantly high on Job Involvement Scale than their low counterparts (t = 2.28, P < .05 and t = 2.57, P < .05) respectively. The high and low in age group of managers differed significantly (t = 5.94, P < .01) while high and low work experienced groups did not differ significantly in terms of degree of job involvement. (vii) The high and low anxious clerical staff differed significantly in terms of mean job involvement scores (t = 2.29, P < .05) whereas high and low group of job burnout did not differ significantly in terms of job involvement, the clerical staff older and younger in age and also high and low in work experience were not found to differ significantly on job involvement. (viii) The managers and clerical staff with respect to high job anxiety and low job anxiety differed significantly in terms of mean job involvement (t = 2.48, P < .01 and t = 2.89, P < .01) respectively, while in case of high and low job burnout they did not differ significantly from each other on job involvement (t = 1.88 and t = .55). (ix) The managers and clerical staff of older in age groups and younger in age groups were found to differ significantly in terms of job involvement (t = 4.47, P < .01 and t = 2.45, P < .05) respectively. The results regarding the group of managers and clerical staff having high work experience and low work experience did not yield significant difference on job involvement.
In chapter – IV the findings obtained were concluded and certain suggestions have been given concerning the limitations, avenues for future research and shortcomings of this study.