ABSTRACT

The present study was an attempt to probe the relationships of job anxiety, personality characteristics, job burnout and their various facets, age and work experience with job involvement among the managers and clerical staff of nationalized banks. By elaborating the present investigation it was also contemplated to see the influence of these variables on job involvement. Keeping the objectives of this study in mind thirty three null hypotheses were formulated.

The present research was conducted on bank employees. The sample consisted of 300 employees (140 managers and 160 clerical staff) selected randomly from various branches of nationalized banks. The age and work experience of employees ranged between 26-59 years and 1-38 yrs respectively. A set of tools containing 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) with biographical information blank were given to respondents to complete as per printed instructions. The data were analyzed by means of Pearson’s coefficient correlation and t-test.

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 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 and -0.008 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 the 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 = 2.28, 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.
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 $t = .85$, $P < .05$, 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.