Job Involvement as a Key Component of Work Culture: A Study Based on Survey of the Library Professionals of the Special Libraries of Delhi NCR

Sanjeev Sharma
Assistant Professor
Dept. of Library & Information Science, Kurukshetra University
Kurukshetra.

Emai : sanju_sharma2004@rediffmail.com

and

Ashish Deolia
Documentation Officer
Indian Council of Social Science Research
New Delhi
Email: ashishdeolia@gmail.com

Abstract

This study examines the Job Involvement as a key component of work culture prevailing among the library professionals of the special libraries of Delhi – National Capital Region. The study is based on a survey, conducted on 280 library professionals of special libraries located in and around Delhi and NCR. The results indicate that there is no significant difference with regard to job involvement of professionals of all ranks and files of these special libraries. Also, the observed value of overall job involvement of these library professionals is not very promising and measured around moderate level.

Introduction

Libraries are not the service centers of the chosen few, instead, they are the service organizations of the whole population. In fact, libraries are a force in the progress and prosperity of a nation. People belonging to this profession have incredible responsibility in terms of fulfilling not only the requirements of their job, but also in extending a sense of identification with the community

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and society and contributing towards their growth and development. In this context, it is taken to be true that there are differences in the perception of job, level of involvement towards job and job related responsibilities that professionals of the library carry. In this era of information revolution, no library, notwithstanding its magnificent building, rich collection of documents, easy and comfortable furniture and large finance, can translate into reality, if its professional staff is not imbued with a sense of duty, dedication and devotion to provide information to the concerned users expeditiously, exhaustively and pin pointedly. These qualities of the staff is usually the reflection of the work culture prevalent in such organizations. Therefore, factors responsible for generating and sustaining such work culture should also be identified. Among many such factors, job involvement is one of the major contributors in the creation of strong work culture, hence the present study probes this factor in detail.

The Work culture

Work culture is an interplay of various work related aspects such as work organizations, its goals and objectives, technology, human resource practices, its constraints, the expectations of its workforce and their performance etc. Any person who is looking for a job is naturally charmed and fascinated to such organizations where he/she gets a chance to maximally utilize his/her capabilities and expertise. Also, he/she would like to work in those organizations where his/her expectations can be maximally met. The different levels of the organization that such individual join generally have specific, although overlapping, roles. The totality of the roles, organizational demands, norms, values, philosophy, etc. constitute the subjective work culture into which the new entrants are escorted into and thereafter socialized gradually. The inter-play of the entrants' expectations and the role demands in the organizational context determine their work behavior

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which in turn either strengthens the existing norms, values, role demands; etc. or weaken and modify them. In the process the entrants change too. They either assign their work a central place in their life, or get alienated from their roles and look somewhere else, or in something else the meanings that might make their life worth living and enjoying.

Work culture, thus, is a dynamic paradigm encircling the mutually interactive structural, behavioral, and ideational components of a work setting. The components are in a continuous flux because of the interactive relationship. Work culture is also a sub-cultural system in the sense that it reflects specific configuration of the culture which surrounds a work organization, Rohner (1984).

Job involvement

Job involvement has been widely studied mostly by industrial psychologists. The concept of job involvement has gained much importance in recent years, because of its pivotal role in providing a link between performance on one hand and employees' needs and quality of working life on the other. Lodhal and Kejner (1965) started systematic work in the area of job involvement. They described the concept of job involvement in two ways: (a) performance – self-esteem contingency, and (b) component of self-image. In first definition of the concept they described the job involvement as the degree to which a person's work performance affects his self-esteem. For a job involved person work is a very important part of life, and as one who is personally affected by his whole job situation (work itself, his co-workers, the company, and so on); on the other hand, the non- job involved worker does the majority of his living activities off-the-job. The work is not very important part of his psychological life. The core of his self-image, the

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essence of his identity, is not generally affected by the kind of work he does or how well he does it. Only in the sense of later meaning Lodhal and Kejner used the term job involvement to refer to the "internalization of values about the goodness of work or the importance of work in the work of the person, and perhaps it thus, measures the ease with which the person can be further socialized by an organization". In other words job involvement is the degree to which a person identifies psychologically with his work, or the importance of work in his total self -image.

Kanungo, Mishra, and Dayal (1975) holds that the attitudes of job involvement represents the degree to which the total job situation is thought of as being central to one's life or self-concept. Saleh and Hosek (1976) identified four different interpretations of the concept of job involvement. A person is involved when (i) work to him/her is closer to central life interest, (ii) he/she actively participates in his/her job, (iii) he/she perceives performance as consistent with his/her self -concept, and (iv) he/she perceives performance as central to his/her self-esteem. They defined job involvement as "the degree to which the person identifies with the job, actively participates in it, and considers his performance important to his self-worth". Katz and Kahn (1978) observed three characteristics of the phenomenon of job involvement : firstly, that job involvement is a necessary condition if the individual is to accept fully the organizational demands placed upon him by his membership in an organization; secondly, that the degree of job involvement is related to the level of aspiration and to the degree of internalization of the organizational goals; and thirdly that job involvement is a moderator variable in relationship between job satisfaction and performance. In a multivariate study, Saal (1981) examined the significance of the cognitive definition of job involvement, and established its validity. He argued that job involvement is a joint function of individual characteristics (demographic and psychological) and situational variables, and that these different types of variables explain some

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non-redundant parts of total job involvement variance. Kanungo (1982) has described the concept of job involvement in motivational language. According to him job involvement can be defined as a generalized cognitive state of psychological identification with work insofar as work is perceived to have the potentially to satisfy one salient needs and expectations. The degree of involvement should be measured in terms of an individual's cognition about his identification with his work. Chughtai (2008) identified that organizational commitment partially mediate the job involvement and performance relationship. The study also showed that job involvement not only affect performance directly but also indirectly by enhancing organizational commitment.

Khan (2011) has concluded that those organizations that have job involvement culture, their employees are more committed with organization than those organizations who do not involve their employees.

Finally, we may define job involvement as "an employee's psychological identification with his job, contingent upon the extent to which he/she perceives the job satisfying his/her intrinsic and/or growth needs."

Special libraries

This study was conducted on the library professionals working in the special libraries of Delhi NCR. Special Libraries are actually those libraries which are attached to some special type of organization such as research organizations, industrial and commercial undertakings, government departments and special education institutions. In most of the cases, they deal with one subject or a group of allied subjects, but their collection can be as varied as any other regular library. That may include periodicals, standards and patents specifications, maps, clippings,

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technical reports, microfilms, microfiches, disc and tapes, sound recordings, apart from subject specific dictionaries, directories and other reference books etc.

There are several definitions of special library available from the different sources of information. According to Asghar and Shafique (2012) special library is generally concerned with literature of a particular subject or a group of subjects and extends its facilities to a particular type of clientele. Dr.S.R. Ranganathan (2006) prefers to call it the 'Specialist Library'. He defines it by providing emphasis on information as 'to supply detailed information regarding some subject field – scientific, technological or otherwise. The resources are specialized and the users are specialists'.

Special libraries are the source of continuous information for its special clientele. They can be termed as blood vessels for that special subject especially with reference to research and development. It is needless to mention that progress of any society or nation is directly related to the progress of its educational system and research activities. Towards this end, special library plays a crucial role in research activities for national development and its advancement.

Objectives

One of the objective of the present study was to examine the level of job involvement of the professionals working in special libraries of National Capital Region of Delhi as a component of the existing work culture in their organization. Objective was also to find out the significant difference with regard to job involvement of the library professionals of different job status.

Hypothesis

In the light of theoretical constructs available in the literature and findings of the earlier researches on this issue, following hypothesis was formulated for the present

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investigation:

There is no statistical significant difference amongst library professionals of different job status with regard to job involvement.

Sample

The present study was undertaken on 280 library professionals working in 54 special libraries in Delhi and National Capital Region. In order to have maximum representation and reliability, census method was adopted. The chance of sampling error was very much minimized by considering almost full population. It is estimated that close to 400 library professionals are working in the special libraries scattered in approximately 70 major special libraries of Delhi National Capital Region. Out of them, professionals of 54 special libraries were served questionnaires.

Methodology and Analysis of data

Job involvement was measured with the help of a scale. It is based on Likert's method of summated ratings with the practical advantages of simplicity and ease of construction at the same time. This scale used for measuring involvement of a person in his/her job and it was developed by Agrawal (1978). The Job Involvement Scale comprise 24 items rated on 5 point scale. The items are related to twelve dimensions and discriminatory power of the items are considerably high and validity and reliability of the scale were well established. The collected data was coded and uploaded into the Statistical Package for Social Sciences (SPSS) version 17.0. Collected data has been tabulated and summarized as percentage and frequencies in the tables.

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Results and Interpretation

The mean response for the 24 questions of job involvement were classified into five levels of involvement as:

Job Involvement	Mean Score of Responses
Very High	Nearly 1
High	Nearly 2
Moderate	Nearly 3
Low	Nearly 4
Very Low	Nearly 5
Observed Score	2.572

On the scale of 5, the score of 2.572 is lying between high to moderate Job Involvement. Hence, it is clear that job involvement of library professionals of special libraries of Delhi–NCR is more towards moderate level.

The analysis to some of the important questions have been individually analyzed with a gender specific perspective. One of the intentions of the study was also to know, whether male and female respondents answered the questions differently. Hence, Chi Square test was applied.

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Table 1

I am not willing to devote my free time to my job

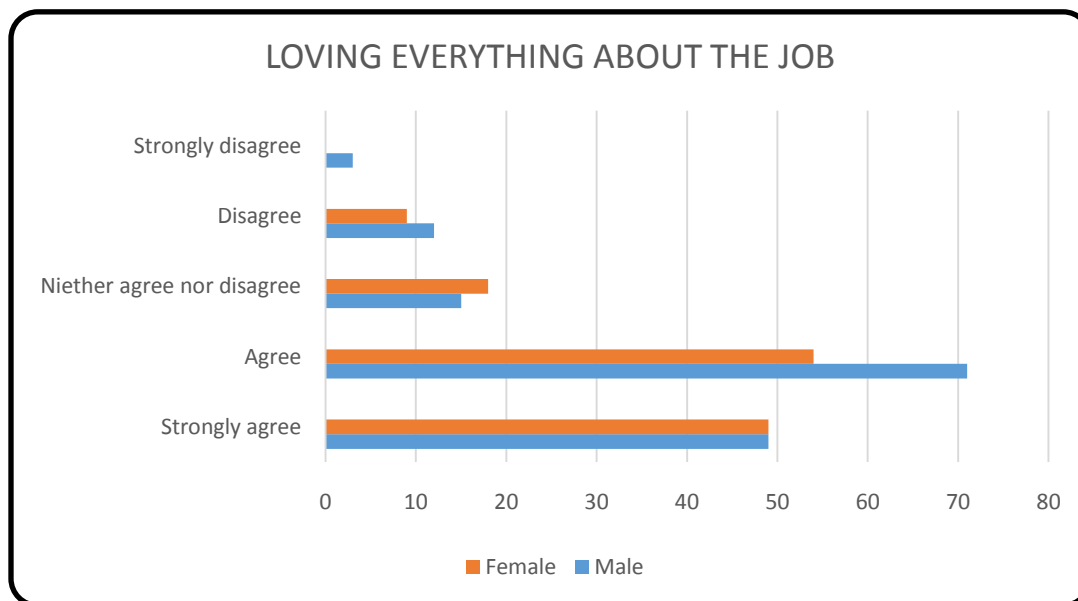| Gender	Priority					Total	X^2	df	P
	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)		19.770	4	0.001
Male	15 (10%)	46 (30.66%)	34 (22.66%)	31 (20.66%)	24 (16%)	150			
Female	9 (6.92%)	59 (45.38%)	37 (28.46%)	22 (16.92%)	3 (2.30%)	130			
Total	24 (8.57%)	105 (37.50%)	71 (25.35%)	53 (18.92%)	27 (9.64%)	280			

The table shows that 8.57% of the respondents are strongly against the idea of devoting their free time to job while 37.50% agree that they are not willing to devote their free time to job. Together, 46.07% of the respondents are against the idea of sacrificing their free time to official work. It can be seen from the above table that x^2 value with respect to unwillingness of devoting free time to job is 19.770. At degree of freedom 4 the value of P (0.001) is less than the significance level (0.05), thus it is concluded that there is a relation between gender and willingness to devote free time to job. This means, female respondents have answered differently on the question of willingness to devote free time to job than their male counterparts.

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Table 2

I love everything about my job

Gender	Priority					Total	X^2	df	P
	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)		4.608	4	0.330
Male	49 (32.66%)	71 (47.33%)	15 (10%)	12 (8%)	3 (2%)	150			
Female	49 (37.69%)	54 (41.53%)	18 (13.84%)	9 (6.92%)	0	130			
Total	98 (35.00%)	125 (44.64%)	33 (11.78%)	21 (7.50%)	3 (1.07%)	280			

FIGURE 1

LOVING EVERYTHING ABOUT THE JOB

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When asked to comment on the statement "I love everything about my job", majority of the respondents (79.64%) answer is affirmative. Only 2% of the respondents (all male, no female respondent) are strongly disagree with the statement. This shows that most of the library professionals of the special libraries of Delhi NCR love their job.

Table 3

If required, i am willing to work extra hours

Gender	Priority					Total	X^2	df	P
	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)		10.942	4	0.027
Male	40 (26.66%)	73 (48.66%)	25 (16.66%)	6 (4%)	6 (4%)	150			
Female	21 (16.15%)	79 (60.76%)	23 (17.69%)	7 (5.38%)	0	130			
Total	61 (21.78%)	152 (54.28%)	48 (17.14%)	13 (4.64%)	6 (2.14%)	280			

The library professionals of the special libraries under this survey were asked whether they mind coming early or staying late, beyond the usual office hours if it is required. It is very pleasingly surprising result, where the majority of the respondents (76%) are ready to work extra hours if their job demands so.

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Table 4

I am highly engrossed in job

Gender	Priority					Total	X^2	df	P
	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)		18.183	4	0.001
Male	19 (12.66%)	62 (41.33%)	39 (26%)	21 (14%)	9 (6%)	150			
Female	6 (4.61%)	41 (31.53%)	31 (23.84%)	43 (33.07%)	9 (6.92%)	130			
Total	25 (8.92%)	103 (36.78%)	70 (25.00%)	65 (23.21%)	18 (6.42%)	280			

It has also been observed that sometimes people are so engrossed in their job that they can't sleep properly at night. They keep on thinking about the job only. The statement to fathom answers of the respondents on this issue fetches interesting results. While 54% of the male respondents are either strongly agree or agree with the statement that they can't sleep properly because worries related to job stimulates their mind during night, the same percentage with respect to female respondents is only 36.15. It means, female library science professional do not carry job related tensions to their home as compared to the male professionals. When tested on Chi Square, the value of p comes out to be 0.001 which is less than the significance level of 0.05, hence it is proved that male and female professionals think differently on this issue.

Table 5

I seldom think anything other than job

Gender	Priority					Total	X^2	df	P
	Strongly agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly disagree (5)		9.038	4	0.060
Male	3 (2%)	80 (53.33%)	36 (24%)	25 (16.66%)	6 (4%)	150			
Female	10 (7.69%)	53 (40.76%)	36 (27.69%)	28 (21.53%)	3 (2.30%)	130			
Total	13 (4.64%)	133 (47.50%)	72 (25.71%)	53 (18.92%)	9 (3.21%)	280			

To check the level of concentration of the library professionals during the job, they were asked to comment on the statement that they seldom think of anything else other than job, while at work. A majority of the respondents (47.50%) agree with the statement while 4.64% are strongly agree. Together, more than 52% of the respondents have claimed that they do not think of anything else other than the job, while at work.

Testing of hypotheses

In order to ascertain whether job involvement levels are different for different job status of the library professionals, a hypotheses was tested.

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Hypotheses - There is no statistical significant difference amongst library professionals of different job status with regard to job involvement.

Table 6

Job involvement at different job status

Designations	N	Mean	Std. Deviation	F Value	P Value
Librarian/Assistant Librarian/ Director/ Deputy Director	26	61.9615	8.92852		
Documentation Officer / Library & Information Officer	41	60.2195	10.30173		
Assistant Library & Information Officer / Documentation Assistant	121	62.1736	8.30128	.582	.627
Library & Information Assistant/ Library Assistant	92	61.1087	9.30728		
Total	280	61.5179	8.98663		

It is clear from the above table that the level of job involvement of Documentation Officers and or Library & Information Officers is more than any other job status as the observed mean for this group is 60.2195 on the Likert Scale where 1=Strongly Agree and 5=Strongly Disagree. The job involvement of Assistant Library & Information Officers / Documentation Assistants is at the lowest level with observed mean for this group is 62.1736.

It has also been observed that there is no significant difference amongst library professionals of different job status with regard to job involvement as p value of analysis of variance for the job involvement is more than the critical value (.05). Hence, the hypothesis is accepted**.**

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This means that the library professionals of all designations are equally involved in their job and there is no statistically significant difference amongst various categories of job status.

Suggestions

Strong job involvement does not seem to be generating from inside but it seems to be thrusting upon from outside. In fact the measured job involvement is towards moderate side. Efforts should be made to involve library professionals in routine functioning, prestige & pride of their individual special library and decision making process in order to motivate them. Issues related to timely promotion and career development may also be used as the tools for motivation of the staff and in turn, for enhanced job involvement.

Conclusion

It is clear from the analysis of data that job involvement of library professionals of special libraries of Delhi–NCR is not on a very positive side, rather it recorded more towards a moderate level. Though almost 80% of the staff love its job but majority of them are against the idea of sacrificing their free time to official work. Quite contrary to this, most of them are ready to work beyond their normal duty hours, in times of need. The study reveals one very interesting result. Majority of the male respondents answered that they are not able to sleep properly due to job related tensions but female respondents think otherwise. The female professionals do away with any job related tensions as compared to the male professionals. Also, most of the library professionals remain focused on their job which may be a good indicator of better job involvement. Finally, it is also proved that job involvement of all the ranks and files of library professionals is same in all the special libraries. The designation and positon of the library professional has no impact on job involvement.

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