

# Job Involvement of Bankers: A Determinant Study of Gender and Organizational Politics

Oguegbe Tochukwu M., Joe-Akunne Chiamaka O. \*, Edoa Edwin E.

Department of Psychology, Faculty of Social Sciences, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria

## Abstract

This study investigated the influence of gender and organizational politics on job involvement. A total of 201 bankers from Onitsha, Anambra State Nigeria served as participants in the study. Out of the 201 participants 82 (40.8%) were males while 119 (59.2%) were females. The ages of the participants ranged from 20 to 56 years with a mean age of 32.83 and standard deviation of 10.44. Two instruments were used in the study. They include a 10-item job involvement scale and organizational politics scale which contained 12 items. Three hypotheses were posited and tested in this study using two way analysis of variance (2-WAY ANOVA). Result indicates no significant main effect for gender on job involvement among bankers at  $F(1, 197) = 0.82, P > .05$  level of significance. This means that the first hypothesis which stated that there will be a significant difference between male and female bankers on job involvement was not confirmed. Also, the second hypothesis which stated that there will be a significant difference between bankers who are high on perception of organizational politics and those that are low on perception of organizational politics on job involvement was not accepted at  $F(1, 197) = 2.75, P > .05$  level of significance. Finally, the results showed that there was a significant interaction between gender and organizational politics on job involvement. This means that the third hypothesis which stated that there will be a significant interaction between gender and perception of organizational politics on job involvement was confirmed at  $F(1, 197) = 5.79, P < .05$  level of significance. Recommendations were made based on the findings

## Keywords

Job Involvement, Organisational Politics, Gender

Received: August 26, 2015 / Accepted: September 9, 2015 / Published online: September 25, 2015

© 2015 The Authors. Published by American Institute of Science. This Open Access article is under the CC BY-NC license.

<http://creativecommons.org/licenses/by-nc/4.0/>

## 1. Introduction

### 1.1. Background to the Study

Nigeria has witnessed instability occasionally in the areas of security, risk management of human resources and low productivity in terms of organizational profit, efficiency and effectiveness. Because the success of public and private organizations are at the centre of sustainable nations building and development, the many nefarious activities witnessed in most Nigerian organizations have made Nigeria to fall short of expectations in meeting the global high competitiveness. Organizations in Nigeria have witnessed a great deal of bullying among employees, victimization of junior workers,

sexual harassment, intimidation and high turnover intention. These predispose workers to withdraw dedication towards the goals of the organization, which to a large extent affects not only the organization, but the society at large. This is to say that job involvement among employees is one of the organizational factors that cannot be overemphasized. This is anchored on its relevance in organizational effectiveness and outcomes. To buttress this assertion, Teng (2010) stated that job involvement as an attitude is an important variable that helps to maximize organizational effectiveness. Based on this perceived relevance of job involvement in organizational settings, there is need for adequate empirical studies to unveil most of the factors that are likely to influence job involvement among Nigerian employees.

\* Corresponding author

E-mail address: [toguegbe@yahoo.com](mailto:toguegbe@yahoo.com) (Oguegbe T. M.), [co.joe-akunne@unizik.edu.ng](mailto:co.joe-akunne@unizik.edu.ng) (Joe-Akunne C. O.)

Job Involvement can be conceptualized as the degree to which a person identifies psychologically with his work or the importance of work in his total self-image (Biswas, 2011). In Nigeria today and in most part of the world, lack of adequate work involvement by employees is the bane of most companies. In line with this assertion, Hodson & Resigno (2004) opined that involvement has been repeatedly identified as an important variable for understanding the work behaviour of employees in organizations and as such, organizational success is defined in terms of heightened workers' involvement. Job involvement as an attitude is an important variable that helps in maximizing organizational effectiveness (Hyun, 2010). Therefore every organization should gear their efforts towards getting their work force well involved in the organization. To achieve this objective, more empirical research is needed to determine the major factors affecting employees' job performance. Based on this assertion, this present study is aimed at determining the influence of gender and organizational politics on job involvement.

Gender, in this research context, is a state of being male or female. In some organizations, it is suspected that women are being given preferential treatment due to their expected gender role. This sometimes may affect the male counterparts in their motivation to increase their involvement. Based on this assumption, this present study came into reality in order to assuage the assumption.

Organizational politics, as one of the variables of interest in this study, is an integral part of organizational life. It is defined as the degree to which respondents view their work environment as political in nature, promoting the self interest of others, and thereby unjust and unfair from the individual point of view (Kacmar and Carlson, 1994). Organizations are made up of individuals with different beliefs, values, ideas, and attitudes and these differences influence the way these individuals interpret events in the organization (Delle, 2013). These differences feed into the subjective interpretation associated with organizational events like politics (Silvester, 2008). Accordingly, organizations have been characterized as political arena (Mintzberg, 1983). Organizations that are rife with politics provide an uncomfortable environment for people to work in, and not good for promoting positive work-related behaviors (Poon, 2003).

Though numerous studies have been conducted to investigate the link between organizational politics and employee work-related variables, inconsistent findings have been reported (Delle, 2013). Further, organizational politics is a potential source of stress and naturally creates an unpalatable atmosphere for people to work. Thus, the study examined the influence of gender and organizational politics on job involvement of bankers to see how politics and gender affect

this variable within Nigerian context. In line with the above, the present study is aimed at answering the following research questions:

- I. Will there be any significant difference between male and female bankers on job involvement?
- II. Will there be any significant difference between bankers who have high perception of organizational politics and those who have low perception of organizational politics on job involvement?
- III. Will there be any significant interaction between gender and perception of organizational politics on job involvement among bankers?

### 1.2. Purpose of the Study

The study is set to investigate the roles of Gender and Organisational Politics on Job involvement of Bankers. Specifically, the objectives of the study include:

- I. To determine the influence of gender on job involvement.
- I. To determine the influence of perception of organizational politics on job involvement.
- II. To determine if there will be a significant interaction between gender and perception of organisational politics on job involvement.

### 1.3. Significance of the Study

This research is expected to bring considerable implication in knowledge development and operational benefits to both the researchers and practitioners. From this research, managers would be able to understand the level of job involvement among the employees and precipitating factors. Such knowledge will help them to know how to go about to ensure that employees needs are met for adequate involvement to be elicited from the employees.

For researchers, the findings is expected to help for future research on the antecedents of job involvement especially in bridging the gap in literature as it affects factors predisposing involvement to work within Nigerian context.

### 1.4. Study Hypotheses

The study tested the following hypotheses:

- I. There will be a significant difference between male and female bankers on job involvement.
- II. There will be a significant difference between bankers who are high on perception of organizational politics and those who are low on perception of organizational politics on job involvement.
- III. There will be a significant interaction between gender and organisational politics on job involvement.

## 2. Method

### 2.1. Participants

A total of 201 bankers from Onitsha Anambra State Nigeria served as respondents in the study. The banks were selected through simple random sampling as a probabilistic type of sampling. Out of the 201 participants 82 (40.8%) were males while 119 (59.2%) were females. The ages of the participants ranged from 20 to 56 years with a mean age of 32.83 and standard deviation of 10.44.

### 2.2. Instruments

Two instruments were used in the study. They include a 10-item job involvement scale by Kanugo (1982). The instrument was based on five-point likert format ranging from 5- strongly agree to 1- strongly disagree. The scoring was based on reverse order. For the Job Involvement Questionnaire, Cronbach's alpha value is 0.69, demonstrating test reliability (Kanugo, 1982). The second instrument was organizational politics scale by Kacmar and Carlson (1994) designed to measure perception of organizational politics. The measure contain 12 parsimonious items measured on a five point response scale from 1 (strongly disagree) to 5 (strongly agree). A higher score meant a stronger perception of organizational politics. Sample items were "favouritism rather than merit determines who gets ahead around here; there is a group of people in my department who always get things their way because no one wants to challenge them. Perception of organizational politics has been used by many researchers and the instrument has reliability coefficient of 0.76 (Parker, Dipboye & Jakson, 1995); 0.77 (Vigodo, 2000), and 0.83 (Vigoda-Gadot, 2006).

In order to determine the reliability of the instrument, the researchers conducted a pilot study using 50 participants. Using alpha reliability, the researchers obtained an alpha coefficient of 0.79 on job involvement while 0.94 was obtained under the organizational politics scale.

### 2.3. Procedure

Before the data were collected from different bank employees, the researchers along with their research assistant went to the bank managers to obtain permission. Some of the bank managers granted the researchers the permission to conduct the research while few turned the request down. On the agreed date, the researchers went to the various banks whose permission was obtained and conducted the study. The copies of the questionnaire were administered to the selected participants. Some of the bankers were too busy to fill the questionnaire immediately and as a result of that, they were permitted to go home with the questionnaire and fill them. When the filled questionnaires were finally gathered, those

that were well filled were 201 out of 220 questionnaires distributed and administered.

### 2.4. Design/Statistics

The research was survey. The design adopted a cross sectional survey design with a 2 (male & female) x 2 (High & Low) factorial classification. Based on the research design, two-way analysis of variance (2-WAY ANOVA) was the adopted statistical tool for data analysis.

## 3. Result

This table portrays the results of the research in the order in which the hypotheses were tested.

**Table 1.** Summary table of mean and standard deviation of gender and organizational politics with respect to job involvement among bankers.

Gender	Mean	N	Std. Deviation
Male	48.23	82	18.09
Female	47.52	119	17.98
Total	47.81	201	17.98
organizational politics	Mean	N	Std. Deviation
High	49.02	107	18.91
Low	46.43	94	16.86
Total	47.81	201	17.98

**Table 2.** Summary table of two way analysis of variance on the influence of gender and organizational politics on job involvement.

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Gender	258.92	1	258.92	.82	.37
Politics	871.39	1	871.39	2.75	.09
gender * politics	1833.09	1	1833.09	5.79	.02
Error	62347.11	197	316.48		
Total	524047.00	201			

Result of Table 2 indicates no significant main effect for gender on job involvement among bankers at  $F(1, 197) = 0.82$ ,  $P > .05$  level of significance. This means that the first hypothesis which stated that there will be a significant difference between male and female bankers on job involvement was not confirmed.

Also, the second hypothesis which stated that there will be a significant difference between bankers who are high on perception of organizational politics and those who are low on perception of organizational politics on job involvement was not accepted at  $F(1, 197) = 2.75$ ,  $P > .05$  level of significance.

Finally, the results showed that there was a significant interaction between gender and perception of organizational politics on job involvement. This means that the third hypothesis which stated that there will be a significant interaction between gender and organisational politics on job involvement was confirmed at  $F(1, 197) = 5.79$ ,  $P < .05$  level of significance.

## 4. Discussion

In this study, three hypotheses were tested. The first hypothesis which stated that there will be a significant difference between male and female bankers on job involvement was not confirmed. This indicated that gender is not a determinant of job involvement rather other factor like personality can account for that. This can be buttressed with the outcome of the research conducted by Sivarem, Aminu & Yusuf (2011); he examined the relationship between the Big Five Personality Dimensions and job involvement with a sample of one hundred and five (105) sales/customer service staff of a foreign based banking/financial institution in the Northern Region of Malaysia. Hypotheses were tested by means of regression analysis. Results indicated that extroversion and agreeableness are positively related to job involvement. Emotional stability/neuroticism, conscientiousness and openness to experience did not show any significant relationship with job involvement. Overall, the findings established the existing of a relationship between the Big Five Personality Dimensions and job involvement, although they are not very strong or extensive.

Also, the second hypothesis which stated that there will be a significant difference between bankers who are high on perception of organizational politics and those who are low on perception of organizational politics on job involvement was not accepted. This result is not in tandem to that of Delle (2013) who investigated the influence of perception of organizational politics on employee's work-related outcomes like job involvement and turnover intentions using banks, telecommunication and insurance companies in the Ghanaian business industry. Data were collected from 138 participants of eight (8) service-oriented Ghanaian organizations. Bivariate analysis showed that, perceptions of organizational politics was positively and significantly related to job involvement.

Finally, the results showed that there was a significant interaction between gender and organizational politics on job involvement.

## 5. Conclusion

Based on the findings, the researcher concludes that gender differences and politics in banking sector do not have significant and positive influence on job involvement among bankers.

## Recommendation

The outcome of this study has provided fertile grounds for extensive work in organizational politics to be conducted in

Nigerian organizations. Researchers could focus on variables like job position, job opportunities, and emotional intelligence as possible antecedents of organizational politics. Variables like unemployment rate in the country, organizational tenure and organizational type (i.e. public vs. private) could also be controlled in future studies.

## Limitation

One of the limitations of this study is that the sample size used was not significant enough to make absolute generalization based on the results of the study. This is anchored to the premise that a limited number of respondents from a given organization in a given cultural setting were utilized in the study. Again, some people were reluctant to participate in the survey research due to the nature of their job. Most of them were too busy to participate in the research. Based on that, some that participated could not properly fill their questionnaires.

## Suggestions for Further Studies

At this point, researchers should invest more effort in employing strategies to reasonably obtain participants. In doing this, adequate rapport or token may be employed to enable participants to respond properly to instrument.

However, extensive research should be carried out to further unveil other factors influencing job involvement. In doing this, more literature will be made available for researchers to find it easy in sourcing for materials.

## References

- [1] Biswas, S. (2011). Psychological Climate as an Antecedent of Job Satisfaction & Job Involvement. *The Indian Journal of Industrial Relations*, 46, (3).
- [2] Delle, E. (2013). *The Influence of Perception of Organizational Politics on Employee Job Involvement and Turnover Intentions: Empirical Evidence from Ghanaian Organizations*.
- [3] Ferris, G. R., & Kacmar, K. M. (1992). Perceptions of organizational politics. *Journal of Management*, 18, 93-116.
- [4] Festinger, L. (1957). A Theory of Cognitive Dissonance 291.
- [5] Hodson, R., & Roscigno V. J., (2004). Organisational success and Workers dignity: Complementary or Contradictory? *American Journal of Sociology*, 110, (3).
- [6] Hyun, E. (2010) "Economic, Social and Institutional Conditions of Network Governance: Network Governance in East Asia", *Management Decision*, 48: 8.

- [7] Kacmar, K. M., & Carlson, D. S. (1994). *Further validation of the perceptions of politics scale (POPS): A multiple sample investigation*. Paper presented at the Academy of Management Meeting, Dallas, TX.
- [8] Kanungo, R. D. (1982). Measurement of job and work Involvement. *Journal of Applied Psychology*. 67 (3), 341-349.
- [9] Mintzberg, H. (1983). *Power in and around organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- [10] Parker C. P, Dipboye, R. L, & Jakson, S. L. (1995). Perceptions of organizational politics: An investigation of antecedents and consequences. *Journals of Management*. 21: 891-912.
- [11] Poon, J. M. L. (2003). Situational antecedents and outcomes of organizational politics perceptions. *Journal of Managerial Psychology*. 18 (2): 138-155.
- [12] Schultze, C., (2000). Has job security eroded for American workers? In M.M. Bleur and T.A. Kochan (eds), *The new Relationship: Human capital in the American Cooperation*. Washington D. C. Brooking Institute.
- [13] Silvester, J. (2008). The Good, The Bad and The Ugly: Politics and Politicians at Work. *International Review of Industrial and Organizational Psychology*, 23.
- [14] Sivarem, E; Islam M. D. A & Yusuf, D. H. M (2011). A Study of the Relationship between the Big Five Personality Dimensions and Job Involvement in a Foreign Based Financial Institutions in Peneng. *International Business Research*: 4: 4.
- [15] Teng, L. (2010). Relationship Between Work Values And Job Involvement: A Study Among Manufacturing Operators In The Packaging Industries In Penang. *Research report in partial fulfillment of the requirements for the degree of MBA University Sains Malaysia*.
- [16] Vigoda, E., (2000), *Internal politics in public administration systems: An empirical examination of its relationship with job congruence, organizational citizenship behavior and in-role performance*, *Public Personnel management*, 29, 185-210.
- [17] Vigoda-Gadot, E. (2006). *Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models*.