THE EFFECTS OF JOB INVOLVEMENT AND ORGANIZATIONAL TRUST ON JOB SATISFACTION

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ABSTRACT: *Everybody knows that the successful implementation of any strategic objective depends on the inspiration and hard work of the company employees. Researches indicate that satisfied employees are the major asset and source of any bank for successful achievement of its short-term and long-term objectives. The purpose of the current study was to examine the relationship between organizational trust and job involvement in employee job satisfaction among / Managerial / lower-level employees in the private banking sector of Pakistan. Organizational trust and job involvement were used as independent variables in the study while Job satisfaction was used as the dependent variable. Data were gathered from a random sample of 104 employees of the private banking sector of Lahore Pakistan. A questionnaire consisting of three parts was used for data collection. To gather biographical and occupational data, a self-designed 43-item questionnaire was used on 5-point scale Likert was used. Data analysis was done by means of various statistical techniques, including the Reliability Analysis Pearson Correlation Technique and Multiple Linear Regression Analysis. The results indicated that though both organizational trust and job involvement are strongly associated with job satisfaction, job involvement accounts for a higher proportion of variance in job satisfaction than organizational trust.*

Keywords: Job satisfaction, organizational trust, job involvement, banking sector

1. BACKGROUND OF THE STUDY/ INTRODUCTION

In today's business landscape, organizations face numerous obstacles as they deal with the complexities of the 21st-century workplace. Managing in a rapidly changing world and anticipating imminent challenges on the horizon are part of the survival of every organization. HR professionals cite sustaining high degrees of employee engagement and developing future organizational leaders at the forefront of their human capital challenges. [1]. Both, the private and public banking sectors of Pakistan have a long history of catering to the financial and economic needs of the nation. However, with the wave of globalization and rising market demands, the banking sector of Pakistan moved to the tremendous transformation from the traditional banking to modern during last decade due to technology induction and product innovations [2].

The banking industry in Pakistan has been characterized by many problems that have badly affected the loyalty of customers and employees. The employee's satisfaction is critical to the conduct of business in the competitive marketplace and business environment today, and the banks enjoy no exception to it [3]. Satisfied employees are the major element to the success of the banking sector in any country of the world. Public or Private sector banks and the employees have long been concerned with the constructs of job satisfaction because this variable has a strong influence on the overall productivity of banks. Researchers [4] have found that when employees have high levels of psychological well-being and job satisfaction, they perform better and are less likely to leave their jobs. Satisfied employees are not only good and effective performers but also efficient ambassadors of their banks. Only satisfied employees are loyal to the bank and may attract the outside business to their bank [2].

Among all the work-related attitudes, job satisfaction has received greater attention of all the researchers in the field [5]. Job satisfaction is the degree to which people like their jobs. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job [6]. Organizations want their employees to be satisfied to become more productive and efficient [7]. Thus, job satisfaction is a very important attribute which is frequently measured by organizations [8].

Job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an effective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved [3]. Job satisfaction is the degree to which people like their jobs. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job [8]. The role of banks in our society is pivotal as they are reservoirs of our investments. Since banking involves greater individual accountability, bank employees experience more strain. When dissatisfaction with one's job sets in, organizational trust plays a pivotal role, wherein employees with a strong sense of trust towards their organization, feel more satisfied with their job, and hence are highly committed to their organization [9]. Organizational trust is an organization's willingness, based upon its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable, based on the belief that another individual, group, or organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values [10]. [9] Researchers suggest that when employees trust their organization they are more satisfied with their work. Similarly, researchers [11] noted that trust is important for employee empowerment which in turn, results in greater job satisfaction.

Researchers [12] view job involvement as a cognitive or belief state of psychological identification with one's job. In other words, this approach suggests that an individual's psychological identification with one's job. According to researchers [13] job involvement has attracted

attention as a key contributing factor to an organization's success. Job involvement is seen as a means of aiding productivity and creating work situations in which individual and organizational goals are integrated. This involvement leads to enhanced satisfaction and increased productivity for the organization. Job involvement has also been reported to be a top organizational priority as fostering employee involvement can enhance organizational effectiveness.

Job involvement is highly influenced by job satisfaction. This is due to the fact that highly involved employees are more satisfied with their jobs than low involved employees. Job involvement was positively related to job satisfaction. Additionally, employee job involvement will positively affect work behaviors that are associated with job satisfaction such as employees' motivation and effort [13].

1.3   **PURPOSE OF THE STUDY**
The main objective of this study was to investigate the relationship of Organizational trust and job involvement on job satisfaction among Upper / Middle and first line manager's level employees.

2.   **LITERATURE REVIEW**
2.1   **Job Satisfaction**
The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivate themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportioned to the personal goals of individuals. The Organizational climate is positively related to job satisfaction [3].

According to researchers [17] the concept of satisfaction, a personal, emotional and social concept, is something that delimits inner pleasure and inner peace and cannot be observed by others but only defined and felt and measured by the individual themselves. Job satisfaction that determines the emotions, outlook, and preferences of an individual about their job, generally means the outlook individuals have towards their jobs. Dissatisfaction or satisfaction of an employer towards their job, namely job satisfaction, is asserted to increases success and in other words, job satisfaction and success have a circular relation feeding on into each other.

Researchers [18] suggested that the investigation of the concept of job satisfaction began in 1918. However, others mentioned that the examination of the role of work attitude began in 1912 and was highlighted by the Hawthorne studies in 1920 and eventually a systematic approach to studying job satisfaction was initiated in the 1930s. Job satisfaction is considered an important concept to study as it is relevant both to the humanitarian perspective and utilitarian perspective. The humanitarian perspective revolves around the premise that the level of employee satisfaction refers to the extent that employees are being treated fairly and appropriately in the organization. The utilitarian perspective suggests that employee satisfaction can lead to behaviors that influence the functioning of the organization [13].

According to researchers [19], job satisfaction is a measurable representation of an effective reaction to a particular job that is the individual's satisfaction with his or her job. Researchers [20] asserted that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job. It can also be defined as the general attitude that the employee has towards her job and is directly tied to individual needs including challenging work, equitable rewards and a supportive work environment and colleagues [21]. Researchers [22] defined job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction is a collection of feelings that an individual holds towards his or her job [23]. Researchers [24], defined job satisfaction as the attitudes and feelings people have about their work where positive attitudes indicate job satisfaction and negative attitudes indicate job dissatisfaction.

2.2   **Job involvement**
The involvement in the job is the degree identifies to which a person himself with his job, actively participates in it and considers his or her perceived performance level important to self-worth [25]. Employees with a high level of job involvement strongly identify with and care about the kind of work they do. Researchers [26] define it as "the degree to which a person's work performance affects his self-esteem". High levels of job involvement have been found to be related to fewer absences and lower resignation rates i.e., the job holder reacts to the work itself by attending regularly or being absent, or by quitting [27]. A job involved person appears to be one for who work is a very important part of life and who is affected personally by his whole job situation; the work itself, his co-workers, the organization etc. An involved employee expects his work to be intrinsically rewarding because he thinks work provides him with the opportunity for self-expression [28]. While a non-involved employee does living off the job. It is believed that job involvement increases as a result of satisfying job experiences, more involved a person more effort he will exert on the job. According to researchers [29], a management style that encourages employee involvement can help to satisfy employee desire for empowerment. On the basis of the results from several studies, current research has concluded that job involvement and participation in decision making are positively and significantly correlated.

Job involvement refers to how people perceive their jobs in relation to the working environment, the job itself, and how their work and life are integrated [30]. According to researchers [31], job involvement can be viewed as a psychological condition wherein an employee "is cognitively preoccupied with, engaged in, and concerned with one's present job".

One of the early definitions of job involvement was proposed by researchers [26], who defined job involvement as 'the level to which an employee is identified psychologically with his job or the importance of job in his total self-image. There is a general consensus among researchers that employees with a high level of job involvement would place their jobs at the center of their overall interests [32]. On the other hand, employees with low levels of job involvement concentrate on other interests rather than their jobs and will be less creative and innovative [33]. Additionally, it is argued that employees with "high job involvement are more

independent and self-confident they not only conduct their work in accordance with the job duties required by the company but are also more likely to do their work in accordance with the employees' perception of their own performance" [34]. Employees with high levels of job involvement tend to see their jobs as central to their personal character and focus most of their attention on their jobs [35]. According to researchers [13], job involvement is highly affected by the work environment as it makes one believe that one's work is meaningful, offers control over how work is accomplished, maintains a clear set of behavioral norms, makes feedback concerning completed work available, and provides supportive relations with supervisors and co-workers. Though pointed to the similarity of the constructs of job involvement and organizational commitment as both are associated with the worker's identification with the job experience; however, the two constructs differ. Job involvement is more associated with identification with the worker's immediate job activities while organizational commitment is more associated with the worker's attachment to the organization

2.3   Organizational Trust

The importance of trust-based relationships within organizations has been notable for decades [36]. Since the mid-1990s, the construct trust has been positioned as the basis for the quality of interpersonal relationships and a source of competitive advantage for organizations [37]. Trust between people and groups within organizations have been highlighted as a very important ingredient for being able to achieve long-term stability in the organization and the welfare of its members [38]. According to researchers [39], trust is an essential element in any positive and productive social process. Ultimately, the literature has suggested that organizational trust is necessary for the proper operation of organizations.

According to researchers [9], organizational trust is an organization's willingness, based upon its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable, based on the belief that another individual, group, or organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values . Research findings suggest that organizational trust is positively related to productivity [40]. Researchers [17], found Organizational trust represents the factors such as truthfulness, belief, loyalty and sincerity the members of an organization within an organization would have towards each other where these factors are made tangible with behavior. It is accepted that the trust necessary for organizational success is not something that can be affected in a short while but would require long and arduous effort. Organizational trust has its internal aspects such as trust of employees towards the managers, trust of employees to each other, the trust of employees towards the organizational structure and organizational system as well. In organizations with a high level of peer trust, a safe climate is formed   among

the employees, people form long term relationships, collaboration increases, employees participate in decision-making processes, feel happy coming to work, be happier, more fun and creative while doing their work as well as consider their organization's future and organizational goals. According to researchers [41], especially in the past decade, employees have begun to change their view of the organizations in which they work, with traditional employee-organization bonds becoming weaker. The private sector has seen the collapse of several large corporations, sometimes with managers realizing huge personal profit while employees lost their pensions. It is argued that the future of public organizations rests in the creation of trust in management and the organization as a means of positively influencing not only the quality of work life but efficiency and effectiveness of performance. On Consulting studied the U.S. workforce found that "building commitment must be a strategic goal emanating from senior leadership." Their premise was that employees, who trust their managers and organizations are free to innovate, energize, produce and are, satisfied [14].

Hypothesis Development

There is a positive and significant relationship between organizational trust and job satisfaction [42]. Researchers suggest that when employees trust their organization they are more satisfied with their work [9]. Similarly, researchers [11] noted that trust is important for employee productivity which in turn, results in greater job satisfaction.

H1. Organizational trust has a positive impact on job involvement

Job satisfaction is highly influenced by job involvement. This is due to the fact that highly involved employees are more satisfied with their jobs than low involved employees. [43] - Researchers [44]. found that job involvement was positively related to job satisfaction. He concluded that employees who are involved in their jobs are likely to be satisfied with their jobs and hence become committed to their organizations. Researchers [45], also revealed that high job involvement will result in higher levels of job satisfaction.

H2. Job satisfaction has a positive impact on job involvement

3.   Methodology

3.1   Research Theory

Explanatory Research is conducted for a problem which was not well researched before, demands priorities,   generates operational definitions and provides a better-researched model. It is actually a type of research design which focuses on explaining the aspects of your study in a detailed manner.

3.2   Theoretical Framework

This research is based on the proposed framework **(Fig. 1).**The framework considers the effect of organizational trust and job involvement on job satisfaction.
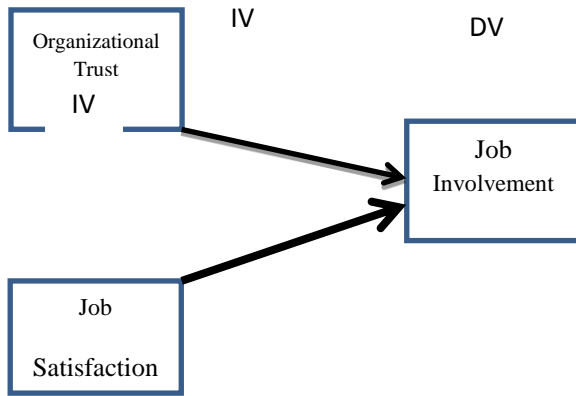
Figure 1.Theoritical Framework

3.3   Variables of the Study
The researcher took organizational trust and job involvement as an independent variable and job satisfaction as the dependent variable.

3.4   Hypothesis Development
H1. Organizational trust has a positive impact on job satisfaction.
H2. Job involvement has a positive impact on job satisfaction.

3.5   Research design
The design of the research is explanatory survey research. Stratified random sampling technique is used. This design refers to a set of methods and procedures that describe variables. This method was suitable for the study involves coming up with answers that are precise as possible in getting accurate answers as the researchers[46] advice.

3.6   Measurement and Instrument
The constructs for this research were adopted from the literature. The scale of organizational trust consisted of 15 items was adopted from [47]. The scale of job involvement comprises of 18 items, based on the work of [26]. The scale of job satisfaction consisted of 10 items and was adopted based on the work of [48]. A five-point Likert scale will be used. The coding 1= Disagree strongly, 2= Disagree, 3= = Neutral, 4= agree, 5= Agree strongly is used.

3.7   Selection of the sample and sampling procedure
According to researchers [49], the population of a study is the entire group of people, events, or things of interest that the researcher wishes to investigate. It is the aggregate of all units that have a chance of being included in the sample to be studied. The population involved in this study was made of male and female Managerial-level employees (Upper, middle and first line managers) of the banking sector of Lahore Pakistan. The population for the research included about 100 employees from the banking sector, Lahore.
Researchers [50] define a sample as a set of objects, occurrences or individuals selected from a parent population for a research study. The sample selected was a fairly large portion of the managerial employees of the banking sector and was thus fairly well representative of the population. In this sense, the characteristics of the sample represent those of the entire population. According to researchers [51] a good sample size i.e., 200-500, is needed for simple and multiple regression which might be performed for more rigorous state impact evaluations. Therefore, 200 questionnaires distributed among the textile's employees of said population. However, 46 Questionnaire (%) returned unchecked and 58 Questionnaire (%) incomplete.

The method used to collect the sample in this study was the simple random sampling method. A sample of 104 managerial-level employees (Upper, middle and first line managers) of the banking sector was selected. Random sampling was used because it ensures representativeness and generalizability of results. Random sampling is a probability sampling method, whereby each element in the population has some known chance or probability of being selected as a subject [52].

3.8   Data Collection
The study collected primary data. The researcher used a questionnaire as the primary data collection instrument. According to researchers [53], a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. The questions were designed to collect quantitative data. The questionnaire was administered through the drop and picks method to the operations managers in each branch of the banking sector. The researcher in person distributes by hand the questionnaires to be completed by the selected respondents. Upon completion, the researcher personally collected the questionnaires and ensures high completion rate and the return of the completed questionnaires.

4.   DATA ANALYSIS
4.1 Reliability
The collected data were analyzed using quantitative data analysis methods. Data from the questionnaire were coded and logged in the computer using Statistical Package for Social Science (SPSS version 17). Sample composition was calculated and tabulated in the previous section. Measuring reliability of data is being done with the help Cronbach alpha. SPSS 17 is making use for performing the test Regression analysis was run to check the impact of the independent variable on the dependent variable.

Table No: 1 Cronbach's Alpha Reliability

Cronbach's Alpha	No of items
0.81	43

Table 1 shows that Cronbach alpha of all the statements of all variables i.e. organizational trust, job involvement and job satisfaction is 0.81 which indicates that data of all the statements of all variables is more reliable.

5.   Results and Discussion
Analysis of the data of organizational trust, job involvement and job satisfaction is done through correlation, Regression and at the banking sector , Lahore. The chapter also provides the major findings and results of the study. Finally, the chapter presents a discussion of the findings.

5.1 Correlation Analysis
Table No 2 represents a correlation matrix for all the variables of the study. Pearson correlation reports that all variables are significantly correlated with each other. Hence suggesting that there is a positive association among all variables. Job involvement is positively correlated with job

satisfaction. Similarly, organizational trust is positively correlated with dependent variable i.e. job satisfaction.

Table No 2: Correlation Analysis

Table 5.1 : Correlations Matrix of JI, OT and JS			
	JI	OT	JS
JI	1		
OT	0.684[**]	1	
JS	0.760[**]	0.553[**]	1

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

5.2   Regression Analysis

Regression analysis describes the impact of the independent variable on the dependent variable. The value of R square is acknowledged when this is more than 25 percent. The value of p explains the level of occurrence of association. There is three level of acceptance about the value of p i.e. it is ‹ 0.05, ‹ 0.01 or ‹ 0.10. F explains the degree of association among independent and dependent variables. If the value of F is greater, then there will be a strong relationship between these variables. Last, β shows the intensity of the effect of predictors on a criterion.

H1. Organizational trust has a positive impact on job satisfaction

Table 3.1: Relationship of Job involvement, Organizational trust on Job satisfaction

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.823[a]	.678	.671	.77834

a.   Predictors: (Constant), JI, OT

Table 3.2 : Relationship of Organizational Trust, Job Involvement on Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	β Sig.
Regression	128.650	2	64.325	106.180	.000[a]
Residual	61.187	101	.606		
Total	189.837	103			

a. Predictors: (Constant), JI, OT

b. Dependent Variable: JS

Dependent Variable: Job Satisfaction
***Significant at the 0.01 level.
**Significant at the 0.05 level.
 * Significant at the 0.10 level**.**

The above-mentioned table indicates the relationship between job satisfaction and organizational trust in Job involvement. The value of R square 68 percent which is more than 25 percent.t value must not be zero. Above table shows t value is not zero. F value shows the association between independent

and dependent variables, more the value of the F stronger is the relationship between variables. Value of β is 0.50 and also the value of p 0.000. This indicates that OT has a prominent effect on employee job satisfaction. Moreover, one unit change OT causes 50 % change on Job Satisfaction. This result shows that OT is the strong predictor of job satisfaction in the banking sector of Lahore, Pakistan.

H2. Job involvement has positive impact on job satisfaction

Table 3.3: Relationship of organizational trust, job involvement on Job satisfaction Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	-1.259	.262		-4.813	.000
Trust	0.50	.088	.379	5.595	.000
JS	0.82	.102	.550	8.120	.000

a. Dependent Variable: J3

Dependent Variable: Job Satisfaction
***Significant at the 0.01 level.
**Significant at the 0.05 level.
 * Significant at the 0.10 level.

Table 5.3 indicates the relationship between job involvement on job satisfaction also. The value of R square 82 percent which is more than 25 percent. Value of β shows is equal to 0.82 and also the value of p 0.000. This indicates that job involvement has a prominent effect on job satisfaction. Moreover, one unit change in job involvement causes 82% change in job satisfaction. This result shows that job involvement is the strong predictor of employee satisfaction in the banking sector of Lahore, Pakistan.

6. CONCLUSION

This study is based on the premise that an organization's intellectual capital is its most important asset. Thus, gaining employees job satisfaction to their organization's goals is believed to unlock their potential and achieve heightened levels of performance. Accordingly, this study was conducted with the aim of investigating the impact of organizational trust and job involvement on job satisfaction in the banking sector of Lahore Pakistan. The premise behind this is that job satisfaction is considered a crucial component to the survival of organizations as it influences various outcomes such as productivity and overall performance. Therefore, a major objective of the study was to determine whether organizational trust had an influence on job satisfaction and whether organizational trust plays a positive relationship on job satisfaction. First, the direct effect of organizational trust on job satisfaction was examined. The findings have shown that a significant positive effect does exist of organizational trust in job satisfaction. This result is in line with some previous studies [11,9,42].   The results also revealed a positive effect of job involvement on job satisfaction

indicating that employees who are involved with their jobs tend to exhibit actions to more satisfied in their jobs. The result is consistent with the results obtained in some previous studies [44, 54, 55, 56].

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