Factors Affecting Job Involvement in an Organization: A Case of Nzoia Sugar Company Limited

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Abstract:
This research explores major factors that affect job involvement and these are motivation, personal factors, training and job characteristics. It first looks at the background information on job involvement and brief background information about the organization under study, Nzoia Sugar Company. The statement of the problem follows explaining why the research is to be conducted. To achieve the main goal of study, four objectives are identified.
Literature review about job involvement is discussed at length giving theoretical and model framework of the research. Here theories and models relevant to the study are discussed. Then conceptual framework is given and its independent variables are explored. After this, a critique of the research is pointed out, research gaps identified and recommendation for future study is given.
The research design used is a case study. Both qualitative and quantitative research methods are used. The population of the research and the target population of four hundred employees are used. Both primary and secondary data is collected to meet the objectives of the study. The research instrument used is questionnaire. For quantitative data collected, it is analyzed using descriptive statistical method. Frequency means and standard deviations are identified as appropriate statistical tools. Qualitative method is analyzed using coding pattern and content analysis technique.
Data analysis and interpretation of the research findings are done to summarize, interpret data and communicate the results in a meaningful way. Statistical tools like percentages, bar charts, pie charts have also been used to show the comparison in this analysis. In conclusion, summary of the findings, recommendations to support future research and a precise conclusion in relation to the objectives of the study are discussed.

CHAPTER ONE
INTRODUCTION

1.1. Background of the study

Employees are the strongest pillar and the most valuable asset that contributes significantly to the success and prosperity of any given organization. The concept of employee job involvement has seen a growing interest from different scholars and Human resource management. Many organizations face the challenges of managing and empowering their employees to actively contribute towards better performance. In this current tumultuous economic environment, organizations require creative and innovative employees who can take initiative, embrace change, stimulate innovation and cope with high uncertainty in the market. Most of the new generation employees want to work in companies that can actively listen and embrace their ideas. To accommodate the demand of the employees, most companies have relinquished their centralized control management with the hope of promoting flexibility and decisiveness as well as subsequent improvement in individual and organizational performance (Hung 2008).

Ho,(2006) in his research about job involvement defined it as the individual's belief towards his or her present job. He also said that job involvement acts as a catalyst to satisfy the individual present needs. In addition, he had clarified the difference between job and work whereby he defined a job as an individual's current work and work as work in general. According to Khalid and Rashid Rehman, (2011) they described job involvement as motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulate motivation among the employees to generate positive work outcomes. Job involvement is one's cognitive needs' fulfillment, which assists him or her to work harder and boost up his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance the organizational effectiveness. Hung also said JI is the degree to which an employee is engaged in and enthusiastic about performing their work and business managers are typically well aware that efforts to promote job involvement among the staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives.

Apart from that, Ishfaq et al., (2011) carried out a research about JI and they state that there are four ways to categorize job involvement which consists of (a) active contribution to the job, (b) work as the central life of interest, (c) performance compatibility with the self-concepts, and (d) performance as central to self-esteem. Ishfaq et al., 2011 also said that employees who view their work as the central life of interest will have greater opportunity to fulfill their major needs. While, employees who participate actively in their job that provides the chance to make decisions and play an essential role in the organizations' goals will assist them to obtain high self-esteem and self regard. He also explained job involvement as the extent whereby individuals are ego-involved in their work. Govender et al., (2010) ascertained job involvement as the degree of identification that employees realized in their jobs and the degree of importance they perceived in their jobs. He also said that employees will be motivated to work harder and upgrade their performance once their mental needs are fulfilled. He emphasized that employees' physical and mental conditions would change when employees' job conflict with their life. As a consequence, these would affect their job involvement and performance.

Meanwhile, Hung,(2008) viewed the job involvement as a fixed variable which critically control the employees' working attitude, such as job satisfaction, tendency to resignation, and organizational commitment .People who are highly involved in their job will seriously take care and concern about their work because they will have higher self esteem in their job mostly and they will be individuals who will be highly involved in their job. As a result, these individuals would like to perform well because the job will have already become part of their lives. Employees with high job involvement would not be late or absent from their work. Also, highly job involved individual would have fewer excuses (such as illness or transportation problems) and pay more attention on their job and hence reduce absenteeism and turnover intention. He also says cultivating job involvement is an essential organizational objective as it is a primary stimulus of organizational effectiveness and individual's motivation. In the research work identified above little has been done about effect of the four variables discussed in chapter two below.

The organization under study is Nzoia Sugar Company (NSC). It is the second largest sugar factory in Kenya. It is located in Western Province, Bungoma South District, 5 kilometers off Webuye-Bungoma highway. The company serves over 67,000 cane farmers in Bungoma County and parts of Kakamega County. The Company was established in 1975, under the Companies Act Cap 486 of the laws of Kenya and issued a certificate of incorporation on 1st August 1975 (NSC brochure 2012).

Operations commenced on 1st October 1978. The Government is the majority shareholder owning 98% shares while Fives Cail Babcock (FCB) and Industrial Development Bank own the remaining 2%. NSC produces sugar and supports cane production through the provision of extension services to the farmers with an extensive Company Nucleus Estate covering 3,600 hectares and an Out grower zone spanning more than 23,500 hectares of cane. Its core functions arises from the company's mandate and the core functions are; Cane development, Cane harvesting Cane processing, Marketing of sugar and other products and Resource management.

The organizational structure has the top managing organ of the company which is the Board of Directors (BOD) whose membership is drawn from the stakeholders. The government with the highest shares has more directors on board. The board is composed of: Permanent secretary from the Ministry of Finance, Permanent secretary in the Ministry of agriculture, State counsel from the Attorney General's Chambers, Chief Executive from the Kenya Sugar Board, a representative from the Industrial Development Bank (IDB), a representative from the Fives Cails Babcock (FCB) and the chairman of Nzoia Outgrowers Company Limited (NOCO).

The chairman normally a presidential appointee heads the Board. The Board is responsible for making policies while management implements them. Below the Board is the management team headed by the General Manager who is the Chief Executive Officer. Below that are the Departmental Heads heading the twelve departments. Below the departmental heads are the section heads, the superintendents, the supervisors, and finally the unionisable staff. In general, NSC has 1348 employees who are permanent, 154 temporary employees and 8000 casuals-this includes 5000 cane cutters (NSC Management manual 2006). The milling capacity of the Company was initially 2000 tones of TCD and expanded to 3000 TCD in the year 1989 which translates to an annual production capacity of 78,000 metric tons of brown sugar. Factory rehabilitation programs are processing in phases as well as diversification plans that will enable the company remain competitive in the Sugar Industry (NSC brochure 2012 August).

1.2 Statement of the Problem

The continuous need to improve performance of organizations of which NSC Limited is one of them remains a major challenge. This performance cannot be realized without fully engaging employees. The increased pressure for performance driven reforms has been brought about by the need for good JI techniques to address the varied problems and shortfalls that drag performance. These concerns have necessitated the organizations to introduce comprehensive reforms such as performance contracting to promote efficiency and productivity by measuring performance (Aamir A. C, 2008).

It has been noted that poor employee performance is majorly as a result of lack of JI. In his research work Datamonitor, (2005) says many organizations seem insufficient of relevant knowledge in solving the problem of lack of EJI thus the morale of employees keep decreasing and they get less involved in their job.

In spite of the efforts being made by NSC to boost JI so as to better the overall organizational performance, minimal growth in the business and in personal development of staff has been reflected. This is evidenced in the overall high turnover rate, low customer – service delivery and declining performance. This research aimed at establishing the factors that have affected JI so as to lead to a decline. This was with a view to improving JI which may in turn enable the organization to reverse the current trend.

In order to increase the EJI, the company should therefore determine the main factors diminishing the EJI. According to Bashaw, and Grant, 1994; Blau, 1986; Blau, and Boal, 1987; Chughtai, 2008; Hackett, Lapierre, and Hausdorf, 2001; Lodahl and Kejner, 1965;

Mcelroy, Morrow, Crum, and Dooley, 1995; Rabinowitz, Hall, and Goodale, 1977; Rowold, 2008, JI is influenced by the four main factors, which are motivation, employee personality, training, and job characteristics.

1.3. Objectives

1.3.1. General Objective
This research looked at the factors that affect job involvement in organizations.

1.3.2. Specific Objectives
- To determine whether motivation affects employees' job involvement.
- To establish whether employee personality affects employees' job involvement.
- To assess whether training affects employees' job involvement.
- To establish whether job characteristics affect employees' job involvement.

1.4. Research Questions
The study was conducted to answer the following questions.
- Does motivation affect the extent of employees' job involvement in NSC?
- Does employee personality affect the extent of employees' job involvement in NSC?
- Does training affect the extent of employees' job involvement in NSC?
- Do job characteristics affect the extent of employees' job involvement in NSC?

1.5. Significance of the research
To the researchers and academicians, this research will provide an insight and understanding of the EJI adopted by the organizations and the ways of enhancing them. The research will provide an opportunity for researchers to investigate the effectiveness of the EJI. In so doing they can develop and arrive at new and more considered ways of enhancing EJI and its benefits. This will be vital for future reference and will contribute to the available body of knowledge.
To NSC the study is expected to provide an understanding of the factors affecting EJI in relation to the organization performance. This study will enable top management to devise strategies of integrating EJI initiatives into the organization by initiating methods of EJI that do not exist and strengthening those already in practice. The research is to arouse the interest in EJI in decision making to enable the company to respond to challenges encountered in this competitive world.

1.6. Scope of the study
The scope of the study was limited to NSC as an organization and its employees. It was aimed at ways of enhancing EJI to an organization. The study investigated various variables such as the employee motivation, training, personality and job characteristics.

1.7. Limitations of the study
I identified a few limitations in this research study. First, respondents' suspicions that their handwritings would betray their identity, presented a setback that could have negatively affected the outcome of the research findings had they not responded at all to the oral questions. This was countered with the assurance that only the researcher had exclusive access to the contents of the completed questionnaires which in a way helped increase the response rate.
Also, I noticed that some of our respondents were not showing serious attitudes when answering the questionnaire as most of the questionnaires were distributed during respondents' working hours. The respondents might have had insufficient time as well as attention in completing the questionnaire on the spot and so limiting accuracy.
The demographic (gender, marital status, education background, experience and age group), leadership style and organizational culture variables were not studied here as independent variables affecting employees' job involvement. With reference to some of the literature reviews and findings, these variables are determined as critical factors affecting JI as quoted by Lodahl and Kejner (1965), Ruh, White and Wood (1975), and Siegel (1973).

CHAPTER 2
LITERATURE REVIEW

2. Introduction
Chapter two seeks to review existing literature on JI. Theoretical framework is discussed and theoretical models are given. Also the conceptual framework is given and here a number of factors that influence employees' job involvement in many organizations are looked at. However, focus is only on the major factors that are supported by most of the researchers and scholars. As a consequence, the chosen factors are motivation, personality, and training and job characteristics. It will also seek to critique the existing literature, look at any research gaps in the literature reviewed and give a summary.

2.1. Review of Relevant Theoretical and Models Framework

Relevant models for understanding the relationship between job involvement and its antecedent and outcome variables include Expectancy Theory (Vroom. 1964), Integrated Theory (Rabinowitz & Hall, 1977), the Motivational Approach (Kanungo, 1982) and Causality Theory (Brown, 1996), Multidimensional model Yoshimura(1996) and Theoretical Model from Lodahl and Kej ner.

2.1.1. Expectancy Theory

Vroom (1964) says Expectancy Theory suggests that administrators should make good use of personal expectancy to inspire employees. This is based on the rudimentary concept that inclination for an individual's action is determined by possible expected results and the relationship between the results and the action adopted. To take a different approach, job involvement for an employee is determined by his/her expectancy level, which results in incentives for action. The results of this interaction are displayed in Figure 1. If expectations are lower than the inducement provided by the organization, Job Involvement will increase. On the other hand, when expectations are higher than the inducement provided by the organization then job involvement will decrease.

2.1.2. Integrated Theory Model

Rabinowitz and Hall (1977) reviewed and integrated previous research in this field and used this basis to develop three major conceptualizations. For them, job involvement is related to three classes of working variables, the dispositional approach held by the individual, the situation determined approach held and the influence of the interaction between these approaches. In this model no single class of variables shows a stronger relationship to job involvement than the other. That is, dispositional and situational variables are abutting equally important in explaining job involvement.

In the dispositional approach, job involvement in viewed as dependent on individual personalities. The influence exerted by some stable personal characteristics such as age, gender, marital status, external and internal control features, job seniority, dwelling locations, the intensity of high-level work demands in terms of time and responsibility, and the Protestant work ethics which will ensure individuals hold different work attitudes and behaviors. Two such work attitudes are job involvement and job satisfaction. The individual is thought to own a certain amount of desire or value, and the demand or value will drive them to work harder or impede them from job involvement (Sekaran & Mowday, 1981).

Job involvement is also a personal characteristic, and thus it is never changed easily within an organization (Rabinowitz & hall, 1977). In a situation-determined approach (Rabinowitz & Hall, 1977, job involvement can be viewed as the personal attitude towards the particular job. In this conceptualization, job involvement will be affected by leadership style, the opportunities the individual has to be involved in decision-making, social factors, job features and other conditional influences. Values are thus internalized with job attitude.

The interaction between disposition and situation approaches is labeled the dispositional situation. In this approach, personal characteristics and the environment in interaction are used to explain personal work attitudes and behaviors. When personal characteristics and the situation reach congruence, the individual will develop high job involvement.

2.1.3. Motivational Approach

The motivational approach of Kanungo (1979,1982) integrates the different approaches to job involvement, including both psychological and sociological factors, using the basic concept that job involvement is affected by the potential for personal socialization experience and the likelihood that the work environment can satisfy personal demand. Kanungo (1979, 1982) hypothesizes that employee perceptions concerning a job's potential to satisfy their needs their needs represents a more proximal influence on job involvement. Kanungo contends that individuals develop beliefs that a job's context potentially provides an opportunity for them to satisfy their most important future needs. Consequently, job involvement depends on employees' needs (both extrinsic and intrinsic), as well as their perceptions of the job's potential to satisfy those needs.

2.1.4. Causality Theory Model

The causality theory of job involvement theory proposed by brown (1996) incorporates the findings of previous research. This model includes antecedents (i.e., personality variables-concept of work ethic), the pivotal mediator role of job involvement, and its consequences such as organizational commitment. This model also depicts the relationships between job involvement and organizational commitment. In addition, work ethic is shown to play a significant role in job involvement.

In summary, the antecedents and products of job involvement have been extensively studied. Available evidence supports the argument that personal and situational factors have strong influences on job involvement. Job involvement is also an important factor in other work related attitudes, and is linked to work behaviors.

2.1.5. Multi dimensional model of job involvement:

Yoshimura (1996) presented a multidimensional model of job involvement. In his conceptual model he stated that the job involvement is not uni-dimensional concept. Job involvement concept consist of three dimension viz., emotional job involvement, cognitive job involvement and behavioral job involvement. Emotional job involvement indicates how strongly the worker is interested in his/her job or how much the worker likes his/her job. Cognitive job involvement indicates how strongly the worker wants to participate in his/her job related decision making or how important the job is in his or her whole life. And behavioral job involvement indicates how often

the worker usually takes extra-role behavior such as taking an evening class to enhance job related skills or thinking about the job after leaving the office.

This multidimensional model of job involvement helps us to understand how job involvement has evolved and how the concept has changed over the time. Yoshimura (1996) further in his multi-dimension model of job involvement classified the antecedents of job involvement into three categories namely; individual personality variables, organizational variables and non-organizational variables. According to this model the individual variable which affect the job involvement are classified as individual personality such as locus of control, growth needs, working values and the way of being socialized, and individual career such as career stage and successful job experience. Organizational variables are those variables which affect job involvement are work related variables such as job type, job characteristics and human resource management and organizational attitude variable such as job satisfaction, organizational satisfaction, and organizational commitment. And the non organizational includes non-organizational involvement and family involvement.

2.1.6. Theoretical Model from Lodahl and Kej ner

According to Govender and Parumasur, (2010), he held that job involvement encompasses four sub-dimensions: is response to work: In this dimension, Lodahl and Kejner used the expectancy theory to elaborate it. Under this theory, it has been defined that employees will respond to their work basing on different expectations about their work they possess and the extent of these expectations when achieved will be able to determine the level of job involvement they experience.

The second is expressions of being job involved: It has been explained that the expression of employees on job involvement is different from one person and another with the level of job involvement experienced. For instance, some employees may state that they have high job involvement by thinking of the job even when they are not at work. Conversely, others may feel depressed if they fail at something related to the job (Lodahl, and Kejner, 1965).

Third is sense of duty towards work: A highly involved individual would have a great sense of duty towards work. It is because they feel great with their work. For instance, in order to complete an assigned task, an employee is willing to work overtime without pay. And lastly are feelings about unfinished work and absenteeism: A highly involved employee will try to prevent being absent from work and feel guilty about unfinished work. It is because they feel excite and comfortable with their job in the workplace.
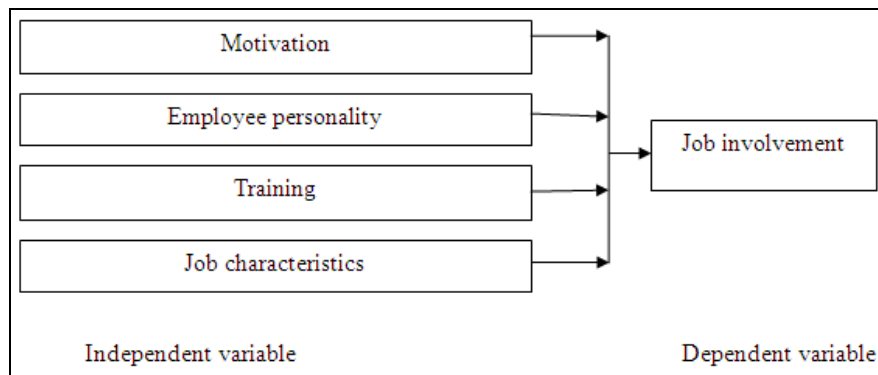
2.2. Conceptual Framework

Figure 2.1 Conceptual framework

2.2.1. Independent Variable - Motivation

Based on the study of Mollins (cited in Govender and Parumasur 2010) employees job involvement is directly influenced by motivation. There are two types of employees' motivation in the workplace, and these are intrinsic motivation and extrinsic motivation. Intrinsic motivation people are those people who are intrinsically or internally motivated and they normally do not require any external rewards to perform well in a job. They are self-motivated because they enjoy performing or the challenge of successfully completing the tasks. Hence, employee achievement and recognition can create their job satisfaction in the workplace. On the other hand, extrinsic motivation people are those people who are motivated externally. They usually do not enjoy the tasks but are motivated to perform particular tasks when some kind of rewards are being offered, such as promotion, job security and increase in pay.

Armstrong, 2006 disclosed that intrinsic motivation is likely to have a strong and long-term effect on employees as it is inherent in employees and not enforced by the management, thus it is the best form of motivation. Motivated employees with high levels of job involvement are considered as an important asset for an organization. Keeping the employees' motivation and job involvement at a high degree always reward a business as motivated employees are more productive, thus results in higher profits gained by the organization.

In order to increase employees' job involvement in an organization, motivation plays a very important role. Rate of employees' turnover during a certain period of time could be gauged by the level of motivation and employees' job involvement. Employees with high job involvement are more concentrated on their jobs. Therefore, they are more likely to be associated with less turnover and leaving intensions (Bashaw, and Grant, 1994;) On the other hand, according to Vroom's theory employee effort will lead to

performance and performance will lead to rewards. The rewards can either be positive or negative where employee will be highly motivated with positive reward while less motivated with negative reward.

Brown (2001) says hygiene factors are essential for people to work but true motivators play an important role in helping people to work more and better. Many researchers and managers do agree with Herzberg's Two-Factor Theory, but there is still some criticism (Robbins, 2005).The first criticism is that the research design used by Herzberg was lacking in rigor. The second criticism is that Herzberg did not evaluate the overall satisfaction of the employee. Because one person may like one part of the job and not another part of the job does not mean that the employee is satisfied (or dissatisfied) with the job as a whole.

All that can be concluded is that some aspects of the job are satisfying and other aspects of the job are dissatisfying. Lastly, Herzberg's theory is criticized for ignoring the fact that circumstances change, such that what satisfies an employee one day may not satisfy the same employee the next day, much less another generation of workers. Although this criticism of Herzberg's Two-Factor Theory exists, it is still popular in management practice (Cox, Purcell 1998).

A number of organizations have come up with motivation programmes though not all have succeeded. Some have succeeded partially while others have failed miserably. What makes them fail? To begin with is lack of communication. Organizations that have failed in their attempt to motivate employees do not have proper communication about motivation. Employees lack information about the what, when, how and why of motivation. To avoid this, organizations should have both vertical and horizontal means of communication within.

Secondly, motivation fails because most of these programmes target only best performers. In my analysis, I have realized there are three categories of employees in an organization namely; best performers, average or middle performers and poor or low performers. Most of these programmes target the best performer carder and forget about the others. The remaining two carders obviously give up and think the programme is not meant for them. I feel the organizations can fix this by having a programme that targets the three groups of performers. Still motivation scope can be widened to go beyond looking at performance alone and look at other factors. I feel managers should note that no employee ever really wants to do a bad job. So, poor performance is not the problem, but a symptom of other more fundamental problems within the organization. These problems act as a barrier to good performance.

Jordan (2009) says most motivation programmes fail for lack of diversification of the rewards. Employees end up getting bored or used to the motivation that it ceases to do what is intended. Some organizations give only one item for motivation year in year out like thermos flasks, blankets and others and this makes one wonder why he should work hard to get the same item every time. To solve this, l believes organizations can diversify the kind of motivation to be given. Schoeffler (2005) says some organizations have their target too broad and not focused on individual people or teams. Too generalized motivation schemes end up not achieving the targeted goal. For the programme to succeed, it must be particular and specific. Still Schoeffler (2005) says some track in a lot of detailed performance indicators that the management feels it wastes their time and it also confuses employees so the programme should be simple and easy to implement.

Still a number of motivation programmes aim at keeping employees happy. The notion here is happy employees are more productive. However, this can backfire if employees start looking forward for the happy moment like picnic and others and stop to work.

2.2.2. Independent variable-Employee personality
Here, there are five Personality Traits.

2.2.2.1. Neurotic (Emotionally Stable) Personality
This refers to individual differences in emotional stability and adjustment. According to Barrick and Mount (1991), neurotic employees tend to create negative opinions as they experience anxiety, depression, anger, insecurity, and worry. Individuals with high neuroticism may lack confidence and optimism, hence probably will not perform their jobs with positive attitudes. They are less likely to engage in jobs with enthusiasm but more likely to be distracted easily especially when unfavorable feedbacks are being received as they consider feedback as a threat which could lead to anxiety and overly intense stimuli.

Liao and Lee, 2009 say a negative relationship between neuroticism and work efficiency could further lead neurotic employees to a low level of job involvement. A negative relationship between neuroticism and goal direction as low work efficiency leads to low goal trends. High neuroticism individual associates with low leadership emergence and effectiveness. All in all, neuroticism appears consistently negatively correlated with job involvement.

2.2.2.2. Extroverted Personality
This refers to people who are assertive, dominant, energetic, active, talkative, and enthusiastic (Zhao, 2006).Extroverts are more likely to experience positive emotions, and these emotions will then lead to a level of job satisfaction. Highly extroverted people tend to be cheerful, sociable and comfortable in dealing with large groups of people. They have better utilization of their competencies than those with low extroversion, hence enable them to achieve better work efficacy. They make appropriate use of their self-confidence, optimistic, and aggressive manner to fulfill customers' requests, thus results in increased customer satisfaction. Evidence also showed that extroverts tend to have more friends as they prefer to spend time and enjoy interpersonal interactions with people in the surrounding. Another linkage between extroversion and job involvement is that extroverted employees are often able to fully utilize their talents.

2.2.2.3. Openness Personality
Openness to experience is related to scientific and artistic creativity. Someone who is intellectually curious and tends to explore new ideas would be characterized as a high openness person. According to Clarke and Robertson (2005), openness includes the ability to imagine, curious, and open minded. They are always creative, innovative, imaginative and untraditional in doing things. High openness also refers to acceptance to new ideas, concepts, actions, or feelings.
Openness is positively correlated with individual's intelligence, especially aspects of intelligence related to creativity, such as divergent thinking. High openness may represent job efficiency because an individual with high level of openness would achieve greater efficiency at work as they are able to capture opportunities to learn new knowledge and cope with vague situations. Furthermore, to strengthen working efficiency in today's work fields expansion and rapid changing technology, an employee with an open personality should constantly equip themselves with new methods to accomplish his or her work.

2.2.2.4. Agreeableness Personality
Agreeableness refers to interpersonal orientation. According to Cooper (2003), agreeableness personality refers to courteous, trusting, good-natured, forgiving, tolerant person. Also, people with high agreeableness prefer to maintain positive interpersonal relationships and cooperate with others. On the other hand, an individual with low agreeableness can be described as manipulative, self-centered, suspicious and ruthless. One essential characteristic of high agreeable individual is the willingness to assist others. Agreeable employees are cooperative and forgiving, tend to follow rules and instructions given by their supervisor.
Agreeable employees can achieve better results when interacting and cooperating with others, thus increases work efficiency. In addition, agreeable staff can encourage others to cooperate and work together by providing them with appropriate assistance, thus enhance their job commitment and subsequently lead to a more effective working culture. Overall, a highly agreeable employee indicates positive perceptions of work efficiency because agreeable employees would be more involved in their jobs as they tend to regard work and career achievement with their desire to improve their personal value and earn respect.

2.2.2.5. Conscientious Personality
It is the ability of an individual to work hard and has motivation to pursue goal accomplishment. It has been the most stable personality predictor of all types of occupations' job performance (Nikos, 2003). It is constituted by competence, order, self-discipline, dutifulness, achievement, striving, and deliberation. A conscientious employee is likely to attain greater job efficiency, which further leads to job involvement improvement. Those high in conscientiousness generally perform their works in a more productive way, and thus can accomplish works more effectively, while employees with low conscientiousness work only to meet immediate demands, regardless of the goals, rules, standards and future results.

2.2.3. Independent Variable – Training
Bartlett (2001), divided the training concept into six sub-variables. These sub-variables consist of participation in training, perceived access to training, motivation to learn from training, perceived benefits from training, perceived support for training, and job organizational tenure. Nevertheless, this research mainly focuses on participation in training, perceived benefits of training and motivation to learn from training. The further description of these three sub-variables of training is unfolded below:

2.2.3.1. Participation in Training
Bartlett, 2001 says participation in training is found to be related to the perceptions that training is accessible and that the organization supports training for career advancement. Nevertheless, training participation is generally being evaluated through the use of traditional measurement, namely the training's frequency and the duration of training. Training's frequency refers to the number or amount of training events or experiences that individuals had taken part during the past year. This frequency of training may require the individuals to refer back to their last year employment to identify the amount of training experiences given by their company that they joined with.
Every training program, event, or course is considered as one despite the length of the programs. Apart from that, the training's duration refers to the period of time taken by each training event. Karia et al. (2006) found that participation in training will lead to high employees' job involvement and employees who are getting more involved in their job will successfully bring improvement to the company performance.

2.2.3.2. Perceived Benefits of Training
Akhtar, et al., 2011 says that employees who are able to gain benefits from the training will feel more motivated and willingness to get more involved to their job that they are responsible for. There are three basic types of benefits that the employees can obtain through participating in training program, including career, personal and job-related benefits. Career-related benefits may typically engender from the participation in training activities that comprise of clarifying career objectives, achieving career objectives, and furnishings opportunities to pursue distinguished career paths.
On the other hand, personal-related benefits may usually refer to the extent that the employees think that training activities will provide abundance of benefits which help them to advance their career. Employees who received the benefits from the training programs which create the potential for their career advancement will motivate them to adapt the new skills, knowledge and

competencies to their current job. Consequently, it leads to better organizational performance. Apparently, this shows that there is a significant relationship between training programs and employees' job involvement.

2.2.3.3. Motivation to Learn from Training
Motivation to learn is defined as the motivation generated towards participation in training and development activities. It is being recognized as the most essential determinant of training outcome (Bartlett, 2001).Motivation to learn is the employees' desire to learn the subject of training. Highly motivated people would likely apply the skills they learnt from the training to their job. Khalid et al. (2011) say that the organization that has well communicated and highly motivated employees are more likely to have employees who possess high level of job involvement. This is because they are familiar with organization culture, such as the long term and short-term objectives. Therefore, they know what and how to perform their tasks in an effective manner. Employees who are motivated to learn are likely to adapt the new skills to their current job and gradually, they will get more involved to their job too.

2.2.4. Job Characteristics
It is known that high motivating job characteristics like skill variety, task significance, task identity, autonomy, and feedback are positively related to employees' job involvement. Job involvement can be influenced by job characteristics because employees' internal motivation may be enhanced by core job characteristics. Subsequently, employees with high internal motivation are more likely to have higher job involvement as they have inner desires to devote more effort to their jobs. Employees feel that they make a significant contribution to their work and when they perceive the significance of their work, an enhancement of employees' psychological job involvement occurs. The skill variety, task significance, and task identity in JCM contribute to the meaningfulness of the work, hence the higher these three dimensions, the higher the meaningfulness of the work to employee. The fourth dimension is autonomy, which means the higher the autonomy, the more the employees' sense of responsibility towards the outcome of his or her work.
Overall, the JCM suggests that motivating job characteristics lead to higher employees' motivation, high-quality performance, higher job satisfaction, lower absenteeism, as well as lower labour turnover which subsequently lead to higher employees' job involvement. A high level of skill variety leads to exceeding employee job workload, thus increases employee job pressure and decrease employee job involvement (Brown, 1996).

2.3. Review of the Literature

2.3.1 Job involvement
The earlier concept of job involvement was originally developed by Lodahl and Kejner in 1965 (Khan and Nemati, 2011). They defined job involvement as the degree to which a person's self esteem was influenced by his or her work performance. Later on, this concept was further elaborated by Kanungo (Ho, 2006). He tried to eliminate any ambiguity about the concept of job involvement and enhance the measurement of inadequacies that happened in the previous research. He defined job involvement as the individual's belief towards his or her present job and he also stated that job involvement acts as a catalyst to satisfy the individual present needs. In addition, he had clarified the difference between job and work whereby, he defined a job as an individual's current work, whereas a work as work in general.
According to the latest job involvement's research, Uygur and Kilic (as cited in Khalid and Rashid Rehman, 2011) described job involvement as motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulates motivation among the employees to generate positive work outcomes. Hung (2008) stated that job involvement is one's cognitive needs' fulfillment, which assists him or her to work harder and boost up his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance the organizational effectiveness.
Apart from that, there are four ways to categorize job involvement which are (a) active contribution to the job, (b) work as the central life of interest, (c) performance compatibility with the self-concepts, and (d) performance as central to self-esteem (Ishfaq and Talat, 2011). They also state that employees who view their work as the central life of interest will have greater opportunity to fulfill their major needs. Employees who participate actively in their job that provides the chance to make decisions and play an essential role in the organizations' goals will assist them to obtain high self-esteem and self regard.
Hung (2008) mentioned that employees will be motivated to work harder and upgrade their performance once their mental needs are fulfilled. He also emphasized that employees' physical and mental conditions would change when employees' job conflict with their life. As a consequence, these would affect their job involvement and performance. Job involvement is also viewed as a fixed variable which critically control the employees' working attitude, such as job satisfaction, tendency to resignation, and organizational commitment. According to Kanungo (1982), people who are highly involved in their job will seriously take care and concern about their work.
Besides, according to (Chughtai, 2008), people who have higher self esteem in their job mostly would be the individuals who are highly involved in their job. As a result, these individuals would like to perform well because the job is already become part of their lives. They also asserted that at times, employees with high job involvement would not be late or absent from their work. Also, a highly job involved individual would have fewer excuses (such as illness or transportation problems) and pay more attention on their job and hence reduce absenteeism and turnover intention.

Moreover, based on the studies of Preffer, Hackman and Lawler (as cited in Chughtai, 2008), cultivating job involvement is an essential organizational objective because they believe that it is a primary stimulus of organizational effectiveness and individual's motivation. They also say that there is a correlation between employee motivation and commitment. They defined commitment as a state of being in which a person becomes bound by his or her actions and these actions would sustain activities and involvement. Apart from that, based on the studies of Castro, Wiener, Muczyk, and Gable (as cited in Riipinen, 1997), they found that there is a relationship between job involvement and a high level of well-being.

In addition, it was found out that job involvement is positively influenced by employees' subjective access to participate in training. Employees who participate in training will lead them have job satisfaction rather than involve in job involvement. Rowold (2008) proved that technical training is able to cultivate employees' job involvement besides updating employees' knowledge, skills, and abilities (KSA). These results give support for contemporary training effectiveness model. Finally, Brown (as cited in Chughtai, 2008) argued that job characteristics, such as job autonomy, task identity, skill variety, task significance, feedback and also supervisory behaviors, including participative decision making, leader consideration, and amount of communication have been significantly linked to job involvement.

2.4. Empirical study

2.4.1. Motivation

Pinder (1998) defines motivation as a set of energetic forces that cause both within and beyond an individual's being to trigger behavior related to work as well as to decide its direction, form, duration or intensity. Helliegel, Slocum, and Woodman (1992), said motivation is a drive or energy that compels people to act with energy and persistence towards some forces that are either within or outside a person that excite him or her with enthusiasm and persistence to pursue some course of action. These concepts of motivation recommend that motivation is something that relates with a person's behavior, a cause of behavior, or the reasons of an individual behavior, and the causes of individual behavior may vary due to different individual needs. Therefore, managers must understand, discover and investigate among individual differences and their needs according to the intuition of these concepts, subsequently motivate employees by developing strategic models through fulfilling their different needs in order to achieve organizational objectives (Daft and Marcic (as cited in Kim, 2006).

It is critical to identify the factors affecting employees' job involvement as employee's motivation is an intricate and sophisticated subject. In order to enhance understanding of employee's motivation, managers must recognize the imperativeness of employees' motivation. In addition, Herzberg (as cited in Kim, 2006) recommended a motivation theory called Two-Factor Theory. This theory consists of two unique features which are intrinsic and extrinsic factors. Intrinsic factors are recognition, responsibility, advancement and achievement, while extrinsic factors include company policy, administration, remuneration, status, security, supervision and interpersonal relations. Although the extrinsic factors may be present at the workplace, they do not motivate the employees. Therefore, it shows that employees are motivated by internal values rather than external values.

Employees' motivation at work can be divided into two categories which are intrinsic and extrinsic rewards. Motivation is very important to employees. In fact, it is one of the vital factors for the achievement of employees' and the organizational targets and goals. Motivation increases the job involvement and satisfaction of employees by turning their work more meaningful which thus ensures the employees productivity and performance in doing their job. In a nutshell, motivation is strongly linked to the employees' job involvement.

2.4.2. Employee personality

Employee personality mainly describes and predicts human behavior, not behavioral changes or development. Employee personality also indicates different characteristics that can contribute to inferences about behavioral results. The systemic classification of personal factors suggested by McDougall (1932) asserts that personality consists of five factors: intellect, character, temperament, disposition, and temper. Cattell (1943) proposed a more complicated classification with 16 main factors and 8 secondary factors.

In their analysis of Cattell's approach, Tupes and Christal (1961) find that five factors (extroversion, neuroticism [emotional stability], agreeableness, conscientiousness, and culture) explain the classification, and their proposed factors match McDougall's views. More recently, Barrick and Mount's (1991) meta-analysis confirms the five factors that most researchers continue to use today: neuroticism (emotional stability), extroversion, openness, agreeableness, and conscientiousness. These five factors have come to be known as the Big Five (Goldberg, 1990); they represent the most significant personal viewpoints across measurements, cultures, and evaluations (McCrae & John, 1992). The Big Five appear also in various psychological fields, especially those pertaining to work performance.

According to Elankumaran, a high degree of employees' job involvement is essential to maximize organizational effectiveness (as cited in Liao and Lee, 2009). Research studies over the past decades explored the construct of job involvement from several perspectives, including individual psychological factors. Blau (1985) proposed that job involvement only involves personal perception towards the total work situation, while Kanungo (1982) pointed out that job involvement depends on employee's perceptions of the job's potential to satisfy their extrinsic and intrinsic needs (as cited in Ho, 2006).

Work involvement reflects attitudes and values towards a particular aspect of life. Sekaran and Mowday (1981) believed that job involvement is greatly influenced by human psychological factors. An individual is thought to own a certain amount of desire or value, and hence they tend to work harder or more involved in their job in order to fulfill their demand or values. Any changes in individual's possession of certain values or personal characteristics will drive their level of job involvement to vary (Ho, 2006). This

statement is consistent with Weber that individuals with a strong work ethic tends to work harder as well as, that the higher the individual's internalized work ethics, the higher possibility the individual to be involved in job, regardless his or her job contents. According to Lodahl and Kejner (1965), the value orientation of individual towards work plays a central role to determine employees' job involvement level. They also suggested that values are stable and hence it can be used in predicting human behavior over time and those values greatly influence human motivation and achievement. They concluded that work values are thus an important determinant of individual's job involvement as individual's work values have great impact on their work efforts as well as work performance.

Rabinowitz, Hall, and Goodale (1977) referred to personal and environmental variables to determine job involvement, and consider that personal attributes can better predict job involvement. According to their study, nowadays, most of the existing researches assume level of job involvement is highly dependent on the attribute of employees. Barrick, and Mount's meta analysis consists five factors that most researchers use to represent significant personal viewpoints across measurements, which are neuroticism (emotional stability), extroversion, openness, agreeableness, and conscientiousness. These five factors are known as Big Five Model. The Big Five model of personality was used by researchers to comprehensively describe human personality. The studies of McCrae and Costa (1996); and O'Connor (2002) have significantly proved the validity of human personality by using the Big Five Model.

2.4.3. Training
Employee has been recognized as one of the essential asset in an organization. Thus, in order for an organization to achieve a competitive advantage in this competitiveness business environment, the employee quality has become the major concern. As a result, a lot of organizations would like to make the best investment in cultivating employees' talent. Hung, (2008) in the research he conducted found out that one of the ways to update the knowledge, develop skills, make about behavioral and attitudinal changes as well as enhance the employees' ability to perform their tasks more efficiently and effectively is through training. Aso Rodríguez and Gregory,(2011) say training plays a vital role in enhancing the quality of service offered to the customers.

Training and development is important to the Human Resource Management (HRM)'s and Total Quality Management (TQM)'s implementation. It is because it can enhance the employees' job involvement, ease the updating of skills, increase the sense of belonging, benefit one's well-being, maximize commitment towards organization and build the organization's competitiveness. There is a positive relationship between training programs and employees' job involvement. Bartlett, 2001 stated that job involvement is the most positively related to the training-related outcomes, especially if the program is designed to advance the performance on central aspects of their existing job. However, job involvement has less influence on training when the program is aimed at more peripheral aspect of employees' present job.

In his research, Hung (2008) has also found that there is a positive relationship between training and job involvement through the regression analysis. It means that if the company can offer its employees with a better training program, it will enhance their willingness to work and view their work as part of their life. Thus, it will lead to higher level of job involvement among all the employees. Meanwhile, Ooi et al. (2007) pointed out that EJI leads to one's self to grow and develop further. The longer the duration of training and education provided to employees, the greater the employees' job satisfaction, job involvement, and organization commitment.

Aside from that, Farhan Akhtar, et al., (2011) emphasized that professionals must continuously relearn and retrain to keep their skills up to date. He asserted that all the employees have to keep on relearning and retraining new skills, knowledge and competencies in order to match their abilities with the dramatic changing business environment. At the same time, he realized there is a positive correlation between training and the highest prior level of education possessed which maximize the employee motivation. Thus, he concluded that if employees can successfully learn something new throughout the whole training program and they perceive the new things learnt as really beneficial for them to seize the future opportunities, this will subsequently increase their job motivation as well as their job involvement.

Nevertheless, Ooi et al. (2007) finally says that training and development is not a good predictor for job involvement among the employees. It is because training and development requires a long-term commitment from all the employees since its results are not immediately realized. Thus, management will need to have a continuous training and development to ensure the practices of HRM or TQM can successfully contribute to the highest level of job involvement.

2.4.4. Job Characteristics
Previous researches has tested three possible determinants regarding job involvement, which include personal background and socialization, job characteristics and a combination of job and personal factors (Rabinowitz et al., 1977). According to them, job characteristics refer to work-related factors or attributes that include the nature of the work itself and job-related skills, benefits, environment, autonomy, salary, job security, challenges, feedback, knowledge learned, interpersonal relationships as well as developmental opportunities (as cited in Chen and Chiu, 2009). Patchen (1970) identify job characteristics variables as team-work, physiological-psychological stress on work, autonomy as well as challenge face in job.

Many researchers had previously linked job involvement to job characteristics. Some past researches focused only a single or few dimensions of job characteristics, for example Anderson and Williams (1996) investigated job characteristics including only job autonomy and job interdependence, while Pearce and Gregersen (1991) focused only on job interdependence (as cited in Chen and Chiu, 2009). Similar viewpoints have been proposed by other researchers, Baipai found that the tasks transparency associates with higher job satisfaction (as cited in Sharma and Bajpai, 2010) and Bass (1965) pointed out that when employees are given with higher

decision-making authority and when their contributions greatly affect their company's success or failure, employees' job involvement will increase.

Regarding to the dimensionality of job characteristics, the most famous model is the Job Characteristics Model (JCM) proposed by Hackman and Oldham (as cited in Chen and Chiu, 2009), which focuses on five core job dimensions: First is autonomy, which is the sense of freedom and independence an individual has in carrying out work; the second is skill variety, which indicates the extent to which an employee must use variety of skills to perform the work. The third one is task identity, which is the extent to which an individual is able to complete a whole piece of work and the fourth is task significance, which is the extent to which a job impacts on others.

The last is feedback from job, which indicates how much employees know about their own job performance from the job itself. They suggested that job enrichment can satisfy workers better; hence work characteristics are expected to increase job performance and job satisfaction, simultaneously enhancing job involvement. Other studies on job characteristics such as Meyer et al. (2002) meta-analysis determine job characteristics as goal setting, task variety, role ambiguity, subjective stress, and intergroup conflict.

2.5. Critique of the existing literature
This research is qualitative and exploratory in nature in which it tries to hypothesize that performance of employees can be increased by involving the employees in the job. It is important to note that the literature review mentioned here deals with just a few variables enhancing EJI yet there are many other factors that can affect it. Job involvement is positively correlated with organizational climate, job satisfaction, sense of participation, occupational stress, organizational commitment, personality type, family involvement, task identity, skill variety , job characteristics, job anxiety, job burnout, age, turnover, mental health, social support, belonging support and need for achievement motivation. Also job involvement is partially correlated with job satisfaction, income, tenure, gender, job level and type- A behavior pattern.

Other factors like sex, age, marital status, organization culture, and others are capable of affecting EJI. More research is needed to determine the effect of this other factors. It is important to note that the business and industry context determine the dynamic balance an organization needs to establish between exploiting available variables to improve organizational efficiency, and exploring new domains to improve effectiveness (Gupta et al. 2006). Along with this, management has to consider the factor of attitude while developing the strategies for job involvement. There is a need to conduct an empirical study with a substantial sample size to prove the relationship between discussed variables .Also as mentioned above, there is need to conduct more research on other variables.

2.6. Research Gaps
Most of the empirical literature on EJI has been based on developed and emerging economies such as USA, UK, China, India and South Korea, yet in recent years the issue of the of EJI has been no less important in developed economies (Gupta et al. 2006). In Kenya, there is little known research work done on this very topic. More needs to be done for the sake of the benefit of the local organizations.

The positive association between the job involvement and performance can be found if the research uses a more valid measure of job involvement. In a study by Diefendorff et al. (2002), used a measure developed by Paullay et al. which differentiates job involvement from work centrality and significant positive correlation has been found between supervisor rated in-role performance and job involvement. While developing more valid and accurate scale for job involvement, future research also needs to focus on performance criteria to understand the relation of involvement and performance.

2.7. Summary
After reviewing the literature of job involvement, it may be concluded that job involvement is positively correlated with motivation, personality, training and job characteristics. So this research helps the management in producing the desired results for the organization. If the employees are involved in their work using the identified variables above, they can work more effectively and efficiently. The involved employees put extra efforts for the completion of their task. These employees become involved in the work not only physically but also emotionally and cognitively.

So the organization can best achieve their objectives and targets by these kind of employees. The organizations also try to recruit the employees who produce best results but by involving the existing employees the organization can do the same. But involving employees can be easier by designing the characteristics of the job according to the attitude of the employee. If the nature of the job matches with the attitude of the employee, these employees will be more productive and helpful for the organization for achieving their objectives and goals. Job involvement is a tool for the management that can be used for enhancing the performance of the company and attaining the desired objectives. The current study describes it that the job design is important in this aspect. Employees should be considered in this respect and make the work challenging and interesting for them. In this way the employee can be more involved in their job and work effectively.

CHAPTER THREE
RESEARCH METHODOLOGY

3. Introduction
This section outlines the methodology that was used in carrying out the study. It comprises of research design, population, sampling procedure, data collection and data analysis.

3.1 Research Design
Research design is the arrangement of conditions for collecting data in a manner that aims at combining the relevance to the research purpose. It can also be defined as a plan of the proposal research work. A case study approach was employed to determine the factors that affect EJI at NSC Limited. A case study was deemed to be the most suitable as it would ensure the benefit of providing an in depth and thorough investigation on the phenomenon of EJI and its benefits. Case studies according to (Merriam 1988) are used to study a phenomenon and investigative processes or courses of events in present time, without manipulating the relevant variables. It was also chosen as it would provide qualitative evidence which is of interest to this study. This method was appropriate as it increased the researcher's familiarity with the problem, in gathering information about practical problems, clarifying concepts, in formulating a problem for more precise investigation and in establishing priority for further research.
The researcher used a combination of both quantitative and qualitative research methods to create a deep understanding of EJI. The study therefore employed approaches such as informal discussions with senior level management and middle level management and more formal approaches through in-depth interviews to investigate the various variables of EJI.

3.2 Population
The research population for the study focuses on employees of NSC which is1348 permanent employees, 154 temporary employees and 3000 casuals (excluding cane cutters). The target population was 400 people employed in NSC Limited and work in various departments of the organization. The total population of NSC formed the sample to be interviewed. The respondents were drawn from all levels of management as follows: 30% are drawn from management, the other 30% from temporary employees and the last 40% from the casual staff. The sample represents 100% of the total population of NSC Limited.

3.3 Sample and Sampling Procedure
There are two types of sampling methods which are probability sampling and non-probability sampling. For probability sampling, each of the elements in the target population has an equal probability of being chosen as the sample for the survey conducted. For this study, probability sampling was used to ensure that the result obtained was representative toward the population. The simple random sampling which is known to provide the most generalised and least bias results was used. A census survey was used so as to make it possible to survey the whole population in NSC. Respondents were drawn from all levels of management namely: senior, temporary and casual management levels.

3.4 Research instrument
Questionnaire is a technique for collecting data in which it requires the respondents to answer the same set of questions in a predetermined order (Zikmund, Babin, Carr, and Griffin 2010). Questionnaire was chosen in this research to help to pinpoint the most influential factors that affect employees' job involvement and easily analyze the collected data (Zakaria, 2007). This favoured the management cadre because of their level of education and time constraints. Observation was also used. It is known as a systematic approach to write down behavioral patterns of people and objects as they arise.
Lastly interview was used majorly for the casual cadre because of their level of education and partially for the management because of time constraints. Managers who are heads of department establish the overall goals, strategies and operating policies and represent the organization in other external environments such as in government circles. The middle managers who are primarily responsible for implementing the policies and plans developed by the top managers and supervising and coordinating activities were interviewed. The rest of the employees were also included in the study to aid in giving a holistic view.

3.5 Data Collection
The pertinent primary and secondary data were used to meet the objectives of the study. Primary data was collected by way of personal in depth interviews with members of staff at different levels of the organization. The research instrument used was a questionnaire that had questions designed in line with the objectives of the study. The questionnaire was to ensure objective responses as the researcher was able to probe where further clarification was required. Primary data was also obtained through observation within the organization.
Questionnaires and interviews were conducted within the respondent's place of work and were conducted during less busy times of the day especially after work or early in the morning. Attempts were made to have the questionnaires answered in the presence of the researcher and returned on the same day. The data collected mainly addressed the EJI. Consideration was also put on the environment in which the organization operates. After data collection a thorough check through the interview was undertaken to guard against errors such as interviewer and respondent bias. The nature of data that was collected was both quantitative and qualitative.

3.6 Pilot test
This was considered as "a dress rehearsal" in which a small-scale trial of the study was carried on prior to the full-scale study (Gay, Mills, and Airasian, 2006). The main purpose of the test was to test the respondents' understanding of question meaning as well as the question clarity. It also checked the reliability and internal consistency. The check on validity and consistency of the questions and all questions that arise from the pre-testing exercise were adequately addressed before administering the tool.
In pilot test, 40 respondents were chosen from the employees working in Mumias and Butali Sugar companies. Data collected from the respondents was essential for identifying potential problem and error that could occur in the questions, hence correction was made for the assurance of more meaningful and accurate data. The pilot test had been completed in one week before the distribution of questionnaire to the real sample size. The results are discussed in the chapter 4.

3.7 Data analysis
Quantitative data derived was analyzed using descriptive statistical method. Frequencies, means and standard deviations were identified as appropriate statistical tools as they showed the distribution against each of the variable under investigation, raw data was checked for completeness, errors, and coded for analysis using statistical analysis. Qualitative data was analyzed using the coding, pattern and content analysis technique. Content analysis technique was used in making inferences by systematically and objectively identifying specified characteristics of information (Nachmias and Nachmias 1996). It was used to analyze written, audio or video discs from experiments, observation, surveys and secondary data studies.

CHAPTER FOUR
DATA ANALYSIS AND FINDINGS

4. Introduction
This chapter presents data analysis and interpretation of the research findings. The purpose of this analysis is to simplify, organize, summarize, describe and interpret data and communicate the results in a meaningful way. Statistical tools like percentages, bar charts, pie charts have also been used to show the comparison in this analysis. Out of the 400 respondents targeted, 372 responded. This represents a respondent rate of 93% which was deemed adequate to make conclusions about the topic under study.

4.1. Respondent's Characteristics

4.1.1 Gender
This question sought to determine the gender of the respondents. The findings indicated that the respondents comprised of 52.4% male and 47.6% female respectively achieving an almost equal gender balance for the study. This implies that the Firm has embraced a policy of equal employment opportunity and hence this may give this study a more balanced opinion in terms of gender. This is shown in figure 4.1.
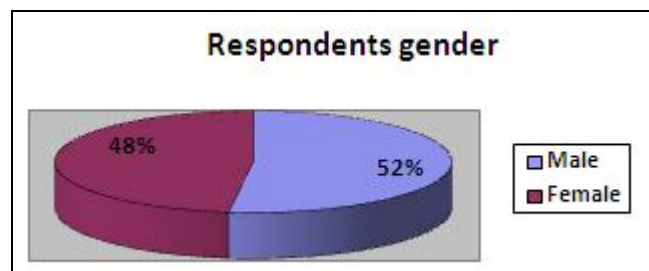

Figure 4.1: Gender

4.1.2. Age
The question sought to establish the age of the various respondents. The findings from the respondent's background characteristics indicated that the highest percentage of respondents was (38.1%) within the age bracket of 26-35, followed by (28.6%) for the age bracket of 36-45 years as shown in table 4.1 below.

Age bracket (Years)	Percentage
18-25	19.0
26-35	38.1
36-45	28.6
Above 46	14.3
Total	**100**

Table 4.1: Age of Respondents

4.1.3. Employment Period

The question sought to determine the employment period served by the respondents. A majority of 66% of the respondents indicated that they had been working for NSC Limited for more than 5 years while those who had worked for less than 1 year were only 5% respectively as shown in figure 4.2. Due to the long experience obtained by the majority of employees, this study is likely to benefit because they will give more comprehensive information on the topic.
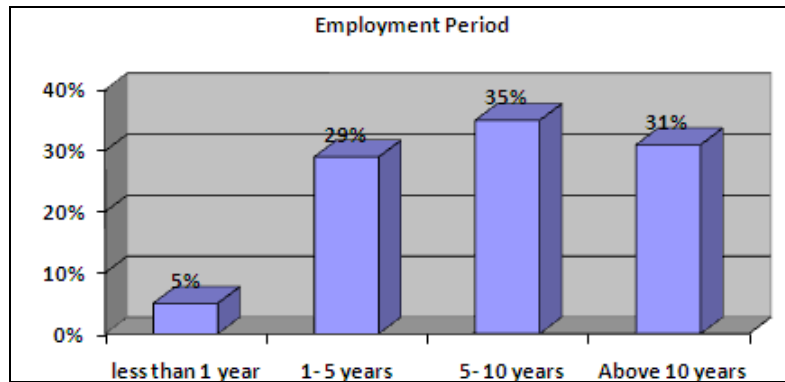

Figure 4.2: Employment Period

4.1.4. Level of Education

This question sought to know the level of education for the respondents. The majority of 51% of the respondents had university and middle level education while (49%) were below. The high level of education for more than half could have favoured this study with regard to understanding the concept and in filling of the questionnaire. This is shown in table 4.2 below.

Responses	Percentage
University level	14
Middle level College	37
O/A level	26
Primary Level	23
Total	**100**

Table 4.2: Level of Education

4.1.5. Respondents' Departments

This question sought to establish the departments of the various respondents. Human Resource had the majority of the respondents at 20% each, followed by Finance and Information communication Technology14% each. Others followed with Agriculture having 9%,Agriculture services had 8%, public relations had 10%, production had 3%, sales and marketing had 6%, Internal audit had 7%, purchasing had 5% and transport and factory having the least with 2% each as shown in table 4.3. The findings show that all the departments were represented and therefore would give balanced information with regard to the topic.

Department	Percentage
Finance	14
ICT	14
Human resource	20
Agriculture services	8
Agriculture	9
Transport	2
Factory	2
Public relations	10
Production	3
Sales and marketing	6
Internal audit	7
Purchasing	5

Table 4.3: Respondents' departments

4.2. Motivation

In accordance with the mean ranking, the Item 4, namely "I am satisfied with my physical working environment" scores 5.13 and achieves the top ranking. The second top rank mean is item 1 "I am satisfied with my benefit package" which has the mean value of

4.72 followed by item 5 "I believe that my salary is competitive as compared to similar jobs in other organization" which achieved a mean value of 4.60. Subsequently, Item 2 "I am satisfied with the provided recognition for my achievements" achieved a mean score of 4.46. Lastly Item 3 "I am satisfied with the provided development opportunities" achieved mean value of 4.41 thus is considered as the lowest mean in the ranking.

4.2.1. Contentment with benefit package
This statement sought to determine whether employees of NSC are contented with the benefit package provided for enhancing motivation. Figure 4.3 shows that 3.1% strongly disagreed with the statement while 10.9 disagreed. 9.6% were not sure and the majority with 61.4% agreed and 15% strongly agreed. With 76.4% agreeing and only 14.0% disagreeing, it shows that NSC employees are contented with the benefit package.
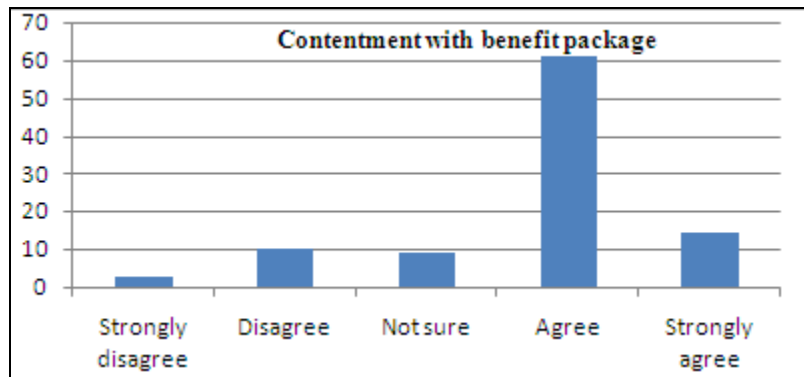
Figure 4.3 Contentment with benefit package

4.2.2. Contentment with the provided recognition for the achievement.
Based on the statement "I am contented with the provided recognition for my achievement", 2.8% strongly disagreed, 21.1% disagreed, 23.7% were not sure, 44.8% agreed and those who strongly agreed were 7.6%. With only slightly above half of employees agreeing with the statement it is not loudly pronounced that there is recognition for achievement. This is illustrated in figure 4.4 as follows:
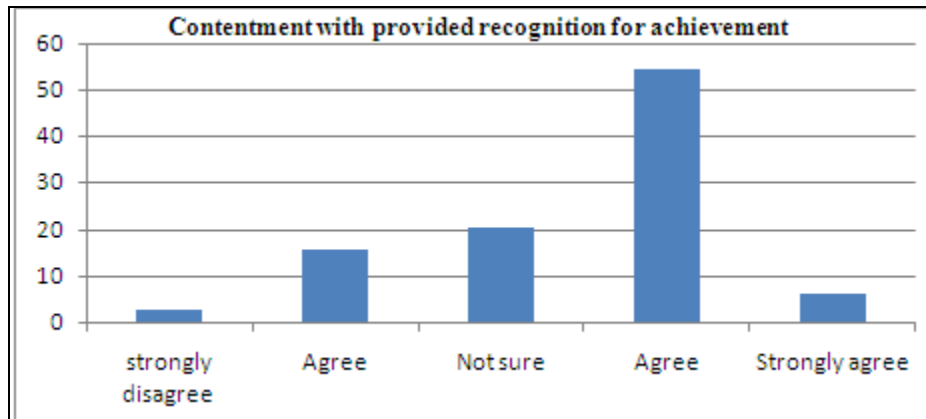

Figure 4.4 Contentment with the provided recognition for the achievement

4.2.3. Contentment with the provided development opportunities
This statement sought to determine whether employees of NSC are contented with the development opportunities provided for enhancing motivation. Figure 4.5 shows that 4.9% strongly disagreed with the statement while 20.4% disagreed. 22.1% were not sure and the majority with 46.0% agreed and 6.6% strongly agreed. With only 52.6% agreeing, NSC has some work to do to enhance development opportunities. This is illustrated below
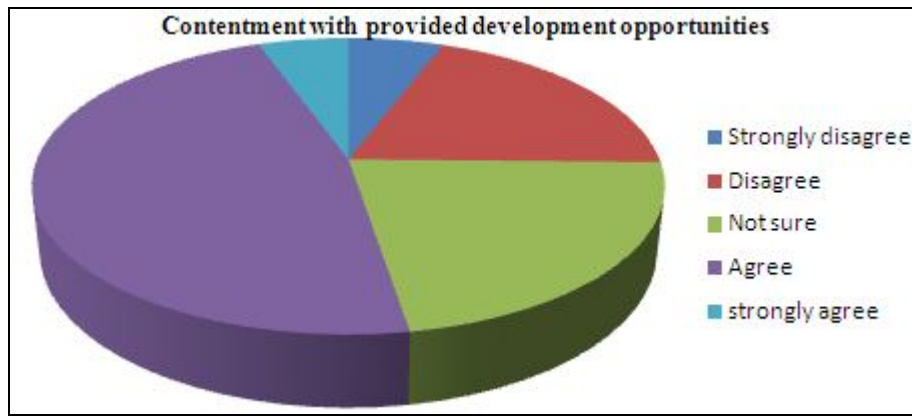
Figure 4.5 Contentment with the provided development opportunities

4.2.4. Contented with physical working environment

Based on the statement "I am contented with my working environment", it received the best rating with only 5.1% strongly disagreeing, 8.6% disagreed, 9.7% were not sure, 62.3% agreed and those who strongly agreed were 14.3%. With the majority of employees agreeing with the statement it is loudly pronounced that there is a good physical working environment. This is illustrated in Table 4.4 as follows:

Responses	percentage
Strongly disagree	5.1
Disagree	8.6
Not sure	9.7
Agree	62.3
Strongly agree	14.3

Table 4.4: Contented with my working environment

4.2.5. Competitive salary

Based on the statement that sought to establish whether salary offered is competitive as compared to other organizations, it came third with only 3.5% strongly disagreeing, 18.9% disagreeing, 19.2% not sure but with majority of 52.6% agreeing and those who strongly agreed were 5.9%. With above half of employees agreeing with the statement, it shows that salary compared to other similar organizations is not bad. This is illustrated in the figure 4.6 as follows:
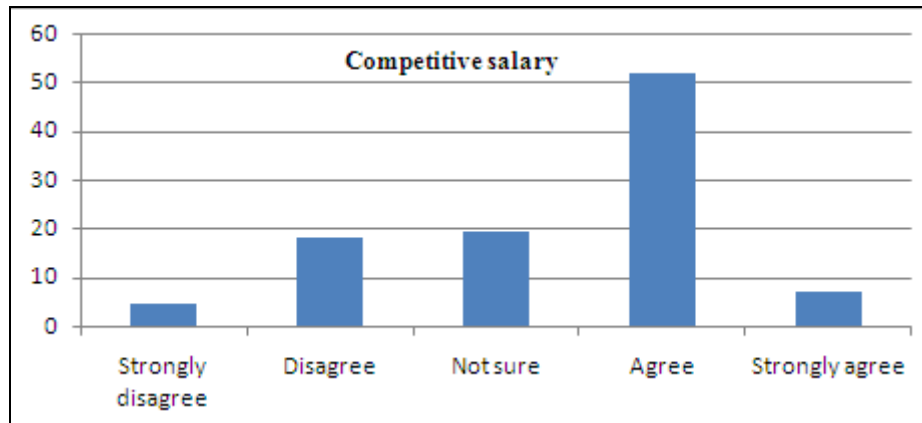

Figure 4.6 Competitive salary

4.3. Personality

The percentage of the results of responses regarding personality shows the top ranking item as "Agreeableness personality" with mean value of 5.74. The second top ranking mean value belongs to "Neurotic Personality" with the mean value of 5.56, followed by "Extroverted Personality" with mean value of 5.54. "Conscientious Personality" and "Openness Personality" shared the same position with mean value of 5.38.

4.3.1. Neurotic personality

This statement sought to determine employees of NSC that are emotionally stable and easily upset. Figure 4.7 show that 1.1% strongly disagreed with the statement while 4.7% disagreed. 10.8% were not sure and the majority with 63.8% agreed and 19.6% strongly agreed. With 83.4% agreeing, NSC has many of its employees with this personality. This is illustrated below:
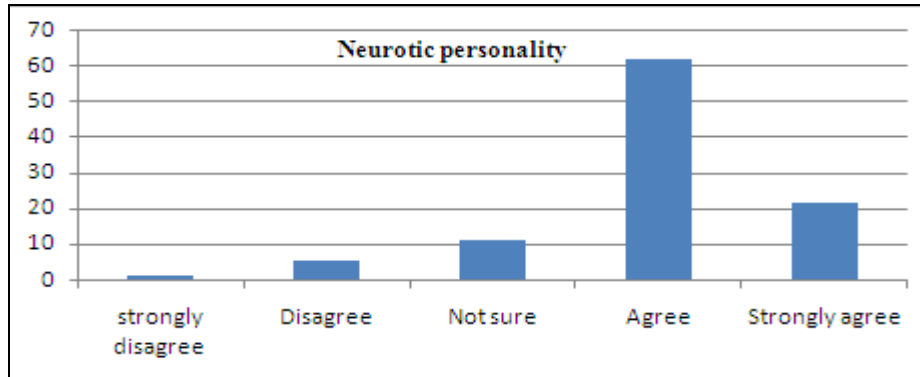

Figure 4.7 Neurotic personality

4.3.2. Extroverted personality

Based on the statement "I am talkative, outgoing, and sociable", 1.2% of the respondents strongly disagreed, 3.8% disagreed, 9.2% were not sure, 68.9% agreed and those who strongly agreed were 16.9%. This shows that majority of NSC employees agree with the statement that they are talkative, outgoing and sociable. This is illustrated in figure 4.8 as follows:
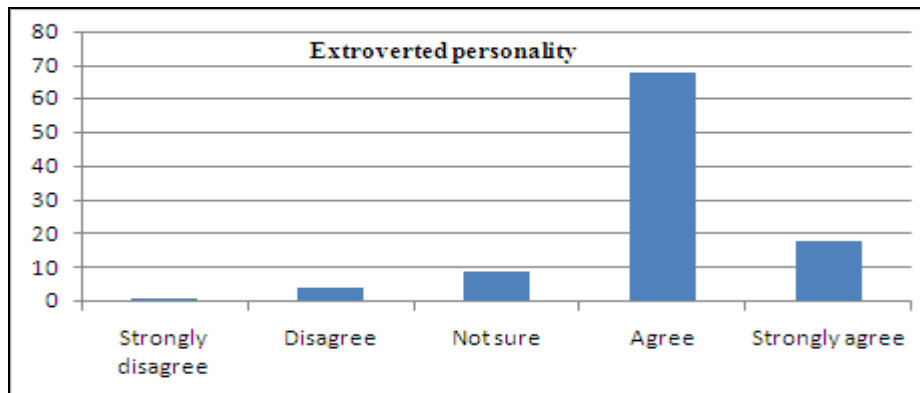

Figure 4.8 Extroverted personality

4.3.3. Openness personality

This statement sought to determine whether employees of NSC have an openness personality. Figure 4.9 show that 1.6 % strongly disagreed with the statement while 6.1% disagreed. 10.5% were not sure and the majority with 66.5% agreed and 15.3% strongly agreed. With 81.8% agreeing and only 8.1% disagreeing, it shows that NSC employees are having creative imagination.
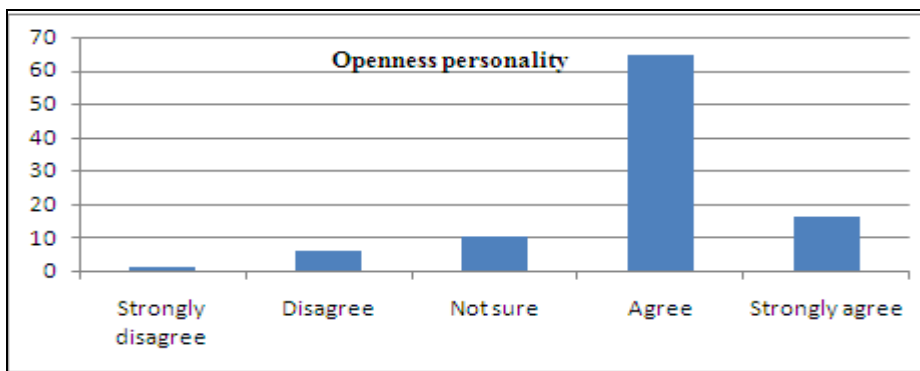

Figure 4.9 Openness personality

4.3.4. Agreeableness personality

Based on the statement "I like to cooperate with others ", it received the best rating with 0.3% of the respondents strongly disagreeing, 1.5% disagreed, 9.8% were not sure, 64.8% agreed and those who strongly agreed were 23.6%. This shows that majority of NSC employees agree with the statement that they like to cooperate with others. This is illustrated in figure 4.10 as follows:
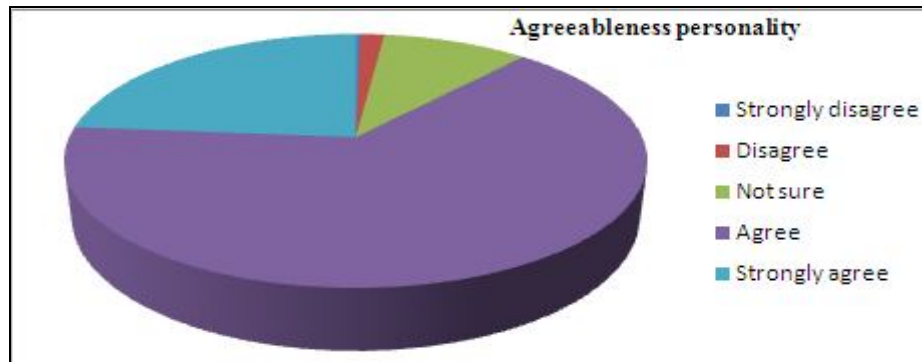

Figure 4.10 Agreeableness personalities

4.3.5. Conscientious personality

This statement sought to establish whether employees of NSC have conscientious personality. Table 4.5 shows that 0.3 % strongly disagreed with the statement while 9.0% disagreed. 11.3% were not sure and the majority with 62.7% agreed and 16.7% strongly agreed. This shows that NSC employees make plans and follow through them.

Responses	Percentage
Strongly disagree	0.3
Disagree	9.0
Not sure	11.3
Agree	62.7
Strongly agree	16.7

Table 4.5: Conscientious personality

4.4. Training

This demonstrates the percentage of responses toward the training activities. Based on the mean value analysis, the highest mean is the item "I am willing to put in more efforts to upgrade my skills and competencies just for learning's sake" with mean value of 4.97. followed by "Participating in training activities help me develop my knowledge, skills, and abilities" and "Participating in training activities help me socialize well with other employees", with mean value 4.74 and 4.59, which are in the third and fourth place respectively.

The statement "Participating in training activities help me to achieve my career objectives" was ranked in the fourth place with mean value 4.41 and "Participating in training activities help me to increase my salary and get promotion" scored the lowest mean of 4.35.

4.4.1. Training helps develop knowledge, skills and abilities

Based on the statement "Training helps me develop my knowledge, skills and abilities", 5.2% of the respondents strongly disagreed, 16.3% disagreed, 19.8% were not sure, 41.4% agreed and those who strongly agreed were 17.3%. This shows that a number of NSC employees of about 41.3% disagreed or were not sure whether training benefits them in these ways. This is illustrated in Table 4.6 as follows:

Responses	Percentage
Strongly disagree	5.2
Disagree	16.3
Not sure	19.8
Agree	41.4
Strongly agree	17.3

Table 4.6: Training helps develop knowledge, skills and abilities

4.4.2. Training helps increase salary and provides promotion

Asked whether training helps an employee to increase the salary and afford one a promotion, the statement received the least support as illustrated in figure 4.11 with 4.2% strongly disagreeing, 27.6% disagreed, 19.5% not sure, 40.1% agreed and 8.6% strongly agreed.
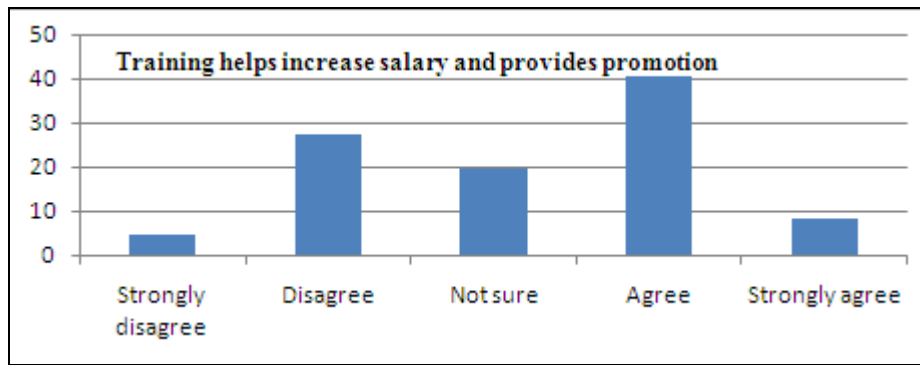
Figure 4.11 Training helps increase salary and provides promotion

4.4.3. Training helps to achieve career objectives

Based on the statement "Training activities help me to achieve my career objectives", it received the second last rating with 6.7% of the respondents strongly disagreed, 21.9% disagreed, 18.2% were not sure, 44.7% agreed and those who strongly agreed were 8.5%. This shows that almost equal number of NSC employees either agrees with the statement or disagree and not sure that training helps to achieve career objectives. This is illustrated in figure 4.12 as follows:
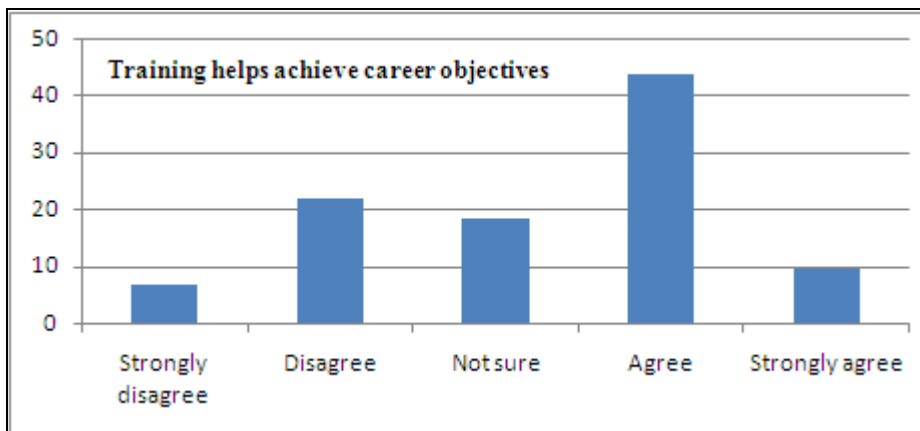

Figure 4.12 Training helps to achieve career objectives

4.4.4. Training helps in socializing

Based on the statement "Training helps me socialize well with other employees", 6.7% of the respondents strongly disagreed, 17.5% disagreed, 17.9% were not sure, 47.2% agreed and those who strongly agreed were 10.7%. This shows that a number of NSC employees of about 41.8% disagreed or were not sure whether training helps them socialize. This is illustrated in figure 4.13 as follows
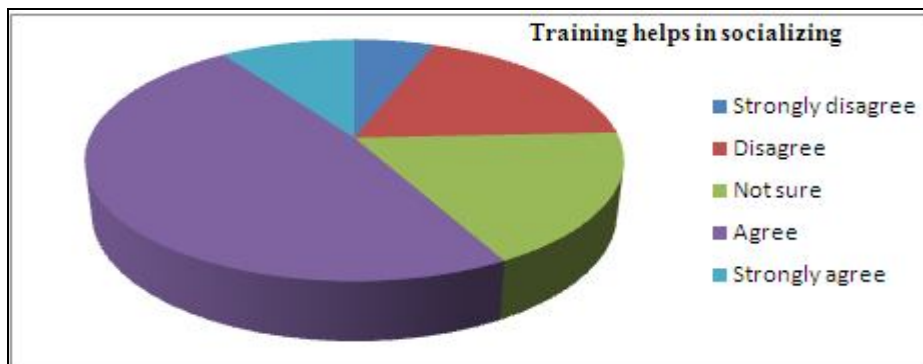

Figure 4.13 Training helps in socializing.

4.4.5. Willingness to upgrade skills and competencies just for the sake of it

Based on the statement "I am willing to put more effort to upgrade my skills and competencies just for learning sake", 2.2% of the respondents strongly disagreed, 17.3% disagreed, 11.3% were not sure, 52.1% agreed and those who strongly agreed were 17.1%.

This shows an overwhelming majority with 69.2% supporting the statement and only a small number of 19.5% disagreeing. This is illustrated in Table 4.7 as follows:

Responses	percentage
Strongly disagree	2.2
Disagree	17.3
Not sure	11.3
Agree	52.1
Strongly agree	17.1

Table 4.7: Willingness to upgrade skills and competencies just for the sake of it

4.5. Job characteristics

Here I illustrate the percentage of responses toward the job characteristics in term of skill variety, task significance, task identity, autonomy and feedback. Through the mean value, skill variety scores the highest mean with 5.62 and is ranked in the first place. Task identity with mean value of 5.46 is ranked in the second place, while task significance scored the third highest mean score which is 5.45. Feedback was ranked in the fourth place with mean value of 4.94,
followed by the lowest mean score autonomy with mean value 4.88.

4.5.1. Skill variety

Asked whether one's job required a number of skills, the statement received the best rating among all aspects of job involvement as illustrated in figure 4.14 with only 1.3% strongly disagreeing, 4.2% disagreeing, 7.9% not sure, an overwhelming 67.8% agreeing and 18.9% strongly agreeing. This means majority of them require a variety of skills to perform their work.
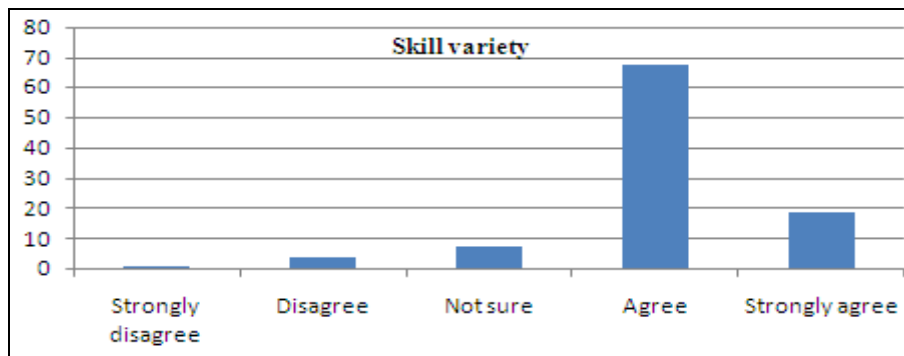

Figure 4.14 Skill variety

4.5.2. Task significance

This statement sought to establish whether employees of NSC jobs have a direct impact on the organization or stakeholders. Figure 4.15 shows that 0.4 % strongly disagreed with the statement while 5.1% disagreed. 11.8% were not sure and the majority with 66.3% agreed and 16.4% strongly agreed. This shows that majority NSC employees agree with the statement.
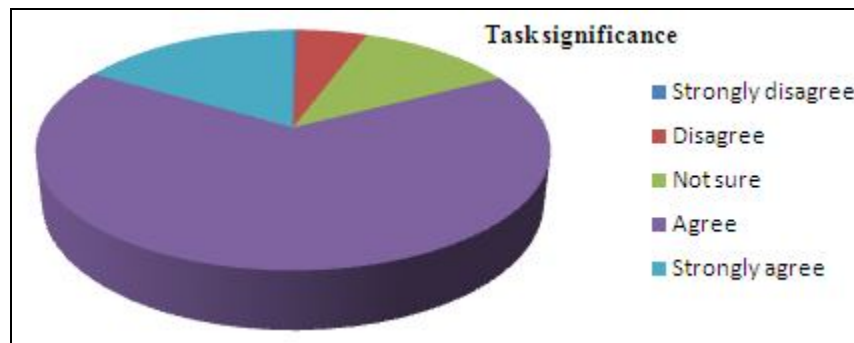

Figure 4.15 Task significance

4.5.3. Task identity

Table 4.16 illustrates the percentage of responses toward the statement my job involves doing a complete job from the beginning to the end. Those who strongly disagreed were 0.9% and 6.1% disagreed. 12.1% of respondents were not sure, 66.5% agreed and 15.3% strongly agreed.
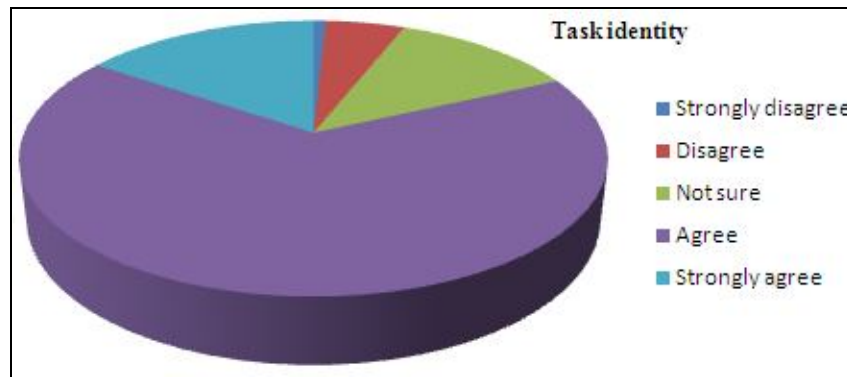
Figure 4.16 Task identity

4.5.4. Autonomy

Table 4.8 illustrates the percentage of responses toward the statement " I see my job provides me high degree of freedom to make decisions". Those who strongly disagreed were 1.6% and 16.4% disagreed. 13.7% of respondents were not sure, 61.3% agreed and 7.1% strongly agreed.

Responses	percentage
Strongly disagree	1.6
Disagree	16.4
Not sure	13.7
Agree	61.3
Strongly agree	7.1

Table 4.8: Autonomy

4.5.5. Feedback

Asked whether one's provides a better recognition or reward for doing a good job, the statement received different responses as illustrated in Table 4.9 with only 2.1% strongly disagreeing, 13.7% disagreeing, 18.2% not sure, an overwhelming 55.8% agreeing and 16.3% strongly agreeing.

Responses	Percentage
Strongly disagree	2.1
Disagree	13.7
Not sure	18.2
Agree	55.8
Strongly agree	16.3

Table 4.9: Feedback

4.6. Job Involvement

This illustrates the percentage of responses in employees' job involvement. As regards to the mean ranking, the statement "I am really a perfectionist regarding to my work" scores 5.43 situated the top ranking. The second top ranking mean is "My work is very important to me" which accounted for 5.26, followed by "I am very much involved in my work personally" which accounted for the mean of 5.00. Subsequently, the statement "I have very strong ties with my current job which would be very difficult to break" has been ranked fourth with the mean score of 4.87 followed by the last ranking of "The greatest satisfaction comes from my job" and "Other things in my life are more important than my work", both coming with the same ranking mean at 4.80.

4.6.1. Great satisfaction from the job

Asked whether one's greatest satisfaction in life comes from the job, the statement received the different responses as illustrated in Table 4.10 with an overwhelming 58.2% agreeing and only 1.8% strongly disagreeing, 16.8% disagreeing, 15.5% not sure and 7.7% strongly agreeing. This indicates that majority of these employees get great satisfaction from their job.

Responses	Percentage
Strongly disagree	1.8
Disagree	16.8
Not sure	15.5
Agree	58.2
Strongly agree	7.7

Table 4.10: Great satisfaction from the job

4.6.2. Perfectionist at work

Figure 4.17 illustrates the percentage of responses toward the statement "I am a perfectionist regarding to my work" . The majority with 68.3% agreed and those who strongly disagreed were 1.2% while 7.4% disagreed, 11.6% of respondents were not sure, and 11.5% strongly agreed. This is a clear show that majority of NSC employees are perfectionist at work.
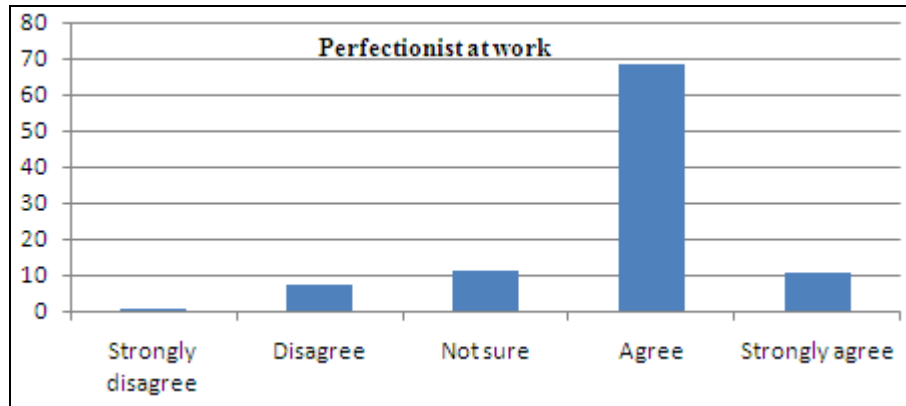

Figure 4.17 Perfectionist at work

4.6.3. Strong ties with the job which are difficult to break

This statement sought to establish whether employees of NSC have very strong ties with their current jobs which would be difficult to break. Figure 4.18 shows that an overwhelming   majority with 61.3% agreed and 19.0% strongly agreed. Only 0.5 % strongly disagreed with the statement while 5.6% disagreed and 13.6% were not sure. This shows that majority of NSC employees agree with the statement.
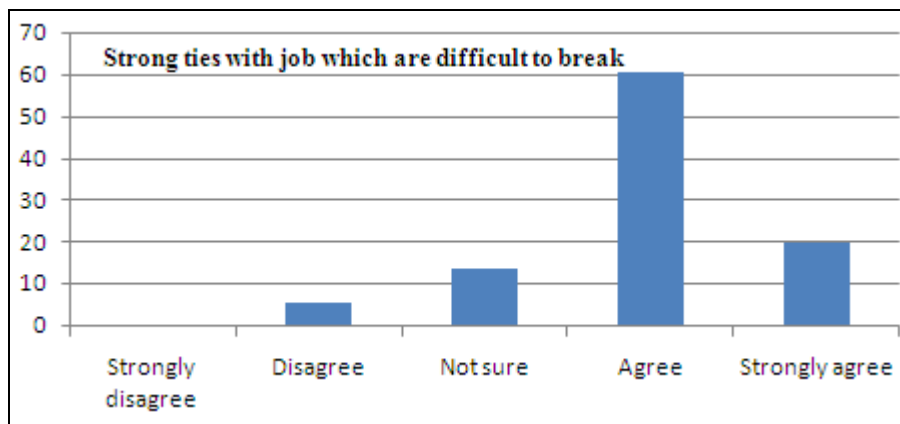
Figure 4.18 Strong ties with the job which are difficult to break

4.6.4. Very much involved in the job personally

Based on the statement "I very much involved in my job personally", 1.5% of the respondents strongly disagreed, 14.7% disagreed, 20.4% were not sure, 52.9% agreed and those who strongly agreed were 10.5%. This shows an overwhelming majority with 63.4% supporting the statement and only a small number of 16.5% disagreeing. This shows that majority of NSC employees are personally very involved in their jobs. This is illustrated in figure 4.19 as follows:

Figure 4.19 Very much involved in the job personally
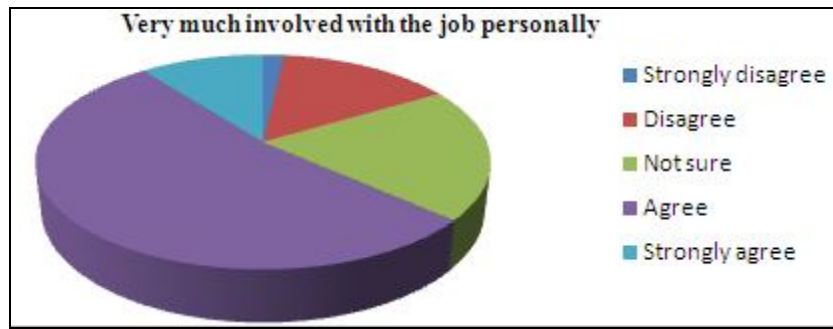
4.6.5. Other things are more important than the job
Based on the statement "Other things in my life are more important than my job", 1.5% of the respondents strongly disagreed, 16.7% disagreed, 20.0% were not sure, 51.1% agreed and those who strongly agreed were 10.7%. This is illustrated in figure 4.20 as follows:
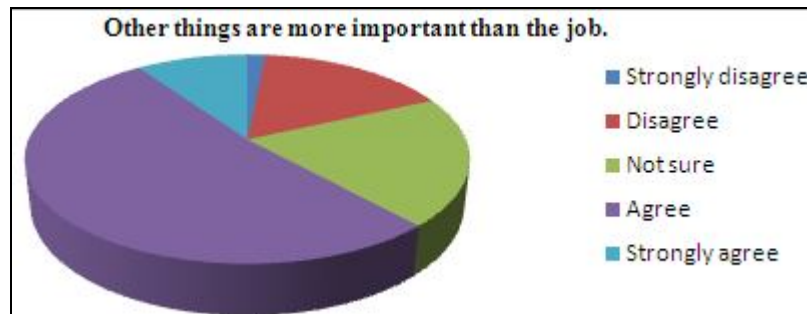

Figure 4.20 Other things are more important than the job

CHAPTER 5:
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5. Introduction
This chapter summarizes the findings of the study in relation to the objectives of the study. The purpose of the study was to establish the effect of JI with a particular focus on NSC Limited. Also, it will provide recommendations to support future research. Lastly, this chapter will be concluded precisely for the entire research project.

5.1. Summary

5.1.1. Motivation
The results show that motivation is crucial towards EJI. Although the extrinsic factors may be present at the workplace, they do not motivate the employees. Therefore, it shows that employees are motivated by internal values rather than external values because intrinsic motivation leaves a more permanent mark than extrinsic motivation. Employees who receive less motivation from the company display less JI towards their work.
So, employees who are motivated tend to involve more in their job as shown in chapter four above; hence it can be conclude that employees' motivation will ultimately increase their JI. Therefore, organizations are advised to plan and figure out the different types of motivation which contribute to the level of EJI.

5.1.2. Employee personality
Research outcome has shown that there is a connection between personality and JI. Therefore, employees who scored high in extroversion, openness, agreeableness, conscientiousness and low in neuroticism will be more involved in the job for they possess more hospitability, open-mindedness, cooperation, responsiveness and emotional stability. Value orientation of individual towards work plays a central role to determine JI level. These values are stable and hence can be used in predicting human behavior over time and those values greatly influence human motivation and achievement and they do impact work efforts as well as work performance. The findings of the present study are similar with the previous researches which support that there is a significant and positive relationship between personality and EJI (Barrick & Mount, 1991). The results show that the Big Five traits are significant predictors of EJI.

This study can help HR managers in formulating appropriate personal development plan for employees as well as job matching, which can consequently assist in the retention of qualified employees in the organization and lower turnover rate. So a better understanding of the employees' personality dimensions, behavior and responses toward their jobs can support the organization to best utilize the employees' skills and competencies in order to achieve organizational goals.

5.1.3. Training
The results of this study show that the level of EJI increases when the company provides its employees with the opportunity to go for training. It is because it enhances the JI, ease the updating of skills, increase the sense of belonging, benefit one's well-being, maximize commitment towards organization and build the organization's competitiveness. This research's finding is consistent to the studies of Bartlett (2001) who emphasized that if the employer can provide his employees with the training which assists them to perform their current job, then the employees will become more involved in getting their job done. This is because they learn the skills and knowledge which may help them to accomplish their tasks more easily.
A longer training duration provided to the employees leads to high level of EJI and make them feel more loyal to their company where they work and it also indirectly creates customer satisfaction. So organizations interested in promoting the EJI can consider all the dimensions of training examined in this study.

5.1.4. Job Characteristics
The connection between job characteristics and EJI is vital because motivating characteristics will lead to more commitment and higher EJI and in turn reduce employees' turnover intention and job stress. When employees have higher decision-making authority and their contributions greatly affect their company's success or failure, their JI will increase.
Managers should consider the five core JC to effectively evaluate the relationship between these two because they influence employees' work outcome as it contributes to experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results. Managers can therefore design or redesign jobs in order to improve employees' degree of JI.

5.2. Conclusion
In conclusion, the four variables are important because they help increase the level of JI. This study provides a better understanding of the factors affecting employees' job involvement. Hence, NSC is advised to utilize the four predictor variables provided in this study together and not as independent entities to positively enhance the EJI as well as to better the overall organizational performance, growth in the business and in personal development of staff. This will help reduce turnover rate, low customer –service delivery and declining performance. In conclusion, I strongly believe that the present study can provide management with sufficient and useful information in the efforts to maximize EJI.

5.3. Recommendations for future study
I recommend that future researchers in this particular topic area should endeavor to include demographic variable as an independent variable when testing for factors that affect employees' job involvement. They should examine how and to what extend the demographic variable of a person can affect their level of JI.
Secondly, I recommend that future researchers should increase the time length for respondents to answer the questionnaire, which subsequently lead to increased accuracy of data obtained since respondents can select the answers that best describe what the researchers want to measure. Thirdly, future researchers are advised to expand the sample size to a more adequate size in order to better represent the total population as the more sample being selected will contribute to a more reliable and accurate result. Ultimately, I recommend future researchers to conduct the survey covering more than one organization.

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7. Appendices

7.1. Appendix I: Questionnaire
NB: The information gathered will be treated confidentially and will not be used for any other purpose other than academic. Please complete each section as instructed. You are not required to write your name.
Section i : General information
Please tick the applicable answer as appropriate.

1. Please tick your Gender?

    Male ☐   Female ☐

2. What is your age bracket?

    26-35ears ☐

    26-35 years ☐

    36-45 years ☐

    Above 46 years ☐

3. For how long have you been working

       Below 1 years   ☐

       1 to 5 years   ☐

       5 to 10 years   ☐

       Above 10 years   ☐

4. What is your Educational Level?

       University level   ☐

       Middle college level   ☐

       O/A level   ☐

       Primary level   ☐

       Other   ☐

5. In which department do you work?

       Finance   ☐

       Information Communication Technology   ☐

       Human Resources   ☐

       Agriculture services   ☐

       Agriculture   ☐

       Transport   ☐

       Factory   ☐

       Public Relations   ☐

       Production   ☐

       Sales and Marketing   ☐

       Internal Audit   ☐

       Purchasing   ☐

Section ii - Factors Affecting Employees' Job Involvement
Please answer all the questions by ticking in the box of the number that best expresses your opinion regarding the statement. For each question, please tick one number only.

Part I- Motivation

i. I am contented with my benefit package provided by the company.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

ii. I am contented with the provided recognition for my achievements.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iii. I am contented with provided development opportunities.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iv. I am contented with my physical working environment.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

v. I believe that my salary is competitive as compared to similar jobs in other organizations.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

Part II-Employee personality

i. Neurotic Personality

I am emotionally unstable, easily upset.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

ii. Extroverted Personality

I am talkative, outgoing, and sociable.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iii. Openness Personality

I have creative imagination.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iv. Agreeableness Personality

I like to cooperate with others.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

v. Conscientious Personality

I make plans and follow through with them.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

Part III- Training

i. Training helps me develop my knowledge, skills, and abilities.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

ii. Training activities help me to increase my salary and get promotion.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iii. Training activities help me to achieve my career objectives.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iv. Training activities help me socialize well with other employees.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

v. Am willing to put more efforts to upgrade my skills and competencies just for learning's sake.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

Part IV- Job Characteristics

i. Skill variety

My job requires a number of skills.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

ii. Task significance

My job has a direct impact on the organization or its stakeholders.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iii. Task identity

My job involves doing a complete job from the beginning to the end.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iv. Autonomy

My job provides me high degree of freedom to make decision.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

v. Feedback

My job provides me a better recognition or reward for doing a good job.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

Part V- Job Involvement

i. The greatest satisfaction in my life comes from my job.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

ii. I am a perfectionist regarding to my work.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iii. I have very strong ties with my current job which would be very difficult to break.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

iv. I am very much involved in my job personally.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐

v. Other things in my life are more important than my job.

1 Strongly disagree ☐   2 Disagree ☐   3 Not sure ☐   4 Agree ☐   5 Strongly agree ☐