MOTIVATION AND JOB INVOLVEMENT AMONG THE EMPLOYEESOF GENERAL CO-OPERATIVE MARKETING SOCIETIES IN KERALA

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Abstract

A general co-operative marketing society will be strong and effective only when the employees working in that general co-operative marketing society is strong. Because of the weakness of the employees in co-operative marketing societies, they cannot come up to the expected level of performance. Active participation of employees in the General Co-operative Marketing Society is a crucial factor for its success. Therefore it is very essential to study relationship between job motivation and job involvement among the employees of the General Co-operative Marketing Societies.

Key words: co-operatives, co-operative marketing societies, job involvement and job motivation

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Introduction

The co-operative movement in Kerala has a solid foundation and impressive track record in terms of financial stability and sound infrastructure. The spread and growth of co-operatives in different sectors were nurtured under development plans with Government initiative and Government finance. Kerala has a wide network of co-operatives engaged in various promotional activities such as distribution of credit, marketing, agro processing, consumer activities, public health, education, insurance and infrastructure development.

General Co-operative Marketing Societies are working under the principles of Co-operative Societies Act. In Kerala, General Co-operative Marketing Societies are working under the administrative control of Registrar of Co-operative Societies. A co-operative marketing society will be strong and effective only when the personnel working in that co-operative marketing society is strong. Because of the weakness of the personnel in co-operative marketing societies, they cannot come up to the expected level of performance. Human resources development programme is the first and foremost requirement for an orderly functioning of co-operative marketing societies.

Active participation of employees in the General Co-operative Marketing Society is a crucial factor for its success. No co-operative marketing societies can be flourished without the support of its employees. Job motivation "is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration". Employee motivation is the level of energy, commitment, and creativity that a worker bring to their jobs.

The involvement in job is the degree to which a person identifies himself with his job, actively participates in it and considers his or her perceived performance level important to self-worth (Blau and Boal,1987). A job involved person appears to be one for whom work is very important part of life and who is affected personally by his whole job situation; the work itself, his co-workers, the organization etc. An involved employee expects his work to be intrinsically rewarding because he thinks work provides him the opportunity for self-expression (Kanungo et al, 1975).

Statement of the problem

Problems faced by General Co-operative Marketing Societies are differing from one another. Most of the Co-operative Marketing Societies are not financially strong enough to meet credit needs of artisans. The cardinal problem of the marketing co-operative is the lack of any link between marketing and credit. As far as 1954 the All India Rural Credit Survey Committee had made a strong recommendation for linking credit with the marketing of agricultural produce. But even after more than 64 years not much progress has been achieved by Indian especially in Kerala Co-operative Marketing Societies. Due to the lack confidence among members in co-operative organizations and the failure of members to support the societies, most of the General Co-operative Marketing Societies have been forced in to liquidation. Like this interference by different political parties, directly or indirectly, in the affairs of the General Co-operative Marketing Societies has become the greatest stumbling block in the working of General Co-operative Marketing Societies.

Objectives of the Study

The main objective of the present study is to assess the relationship between job motivation and job involvement among the employees of general co-operative marketing societies.

Hypothesis of the Study

The hypothesis formulated to test the above objective is that there is no significant relationship between motivation and job involvement of employees of general co-operative marketing societies.

Methodology

The present study covers 385 employees of general co-operative marketing societies. Both primary data and secondary data were collected for the purpose. The analysis of the data has been done with the help of SPSS version 23. Descriptive analysis like average and standard deviation are used for summarizing data. After descriptive analysis has been carried out, the tools of inferential statistics like factor analysis and regression were used to test hypothesis formulated for the study.

Results and discussion

Job involvement is only possible through getting motivation from the officials of general co-operative marketing societies. Therefore it is very essential to assess the relationship between job motivation and job involvement among the employees of general co-operative marketing societies.

Job motivation

Employees are the key factor of any general co-operative marketing societies. No co-operative marketing societies can be flourished without the support of its employees.Job motivation "is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration".

Table No. 1

Job Motivation of Employees of General Co-operative Marketing Societies with Mean Score

Job Motivation Factors	Mean	S D	N
The top management members try to make employees' job more pleasant	3.0987	1.31918	385
The management shares manuals, models and methodologies with employees	3.2234	1.25705	385
The organization appreciates co-operation within the society	2.8286	1.14869	385
The management actively promotes exchange of knowledge within the society	2.6935	1.27459	385
Management looks out for the welfare of the employees	3.3273	1.55185	385
The management allows the employees to have enough freedom to do what they want on job	4.4156	0.98095	385

The management stimulates development of required skills among the employees	3.9091	1.46293	385
The members of the management team are always available when their help and support is needed by the employees	4.7948	0.40437	385

It can be observed from the above table that 'the members of the management team are always available when their help and support is needed by the employees' is a highly motivational factor(mean score is 4.184), followed by 'the management allows the employees to have enough freedom to do what they want on job'(3.909),management looks out for the welfare of the employees (3.327), the management shares manuals, models and methodologies with employees (3.223), the top management members try to make employees' job more pleasant (3.098), the organization appreciates co-operation within the society (2.828) andthe management actively promotes exchange of knowledge within the society (2.693).

In order to identify interrelationships that exist among variables, factor analysis was used. Factor analysis is a method of data reduction that reduces all variables to a few principal components. Next step is to determine whether the collected data is adequate or not to precede the factor analysis. Kaiser Meyer Olkin (KMO) and Bartlett's test was used to measure sampling adequacy.

Table No.2

KMO and Bartlett's Test for measuring Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.612
Bartlett's Test of Sphericity	Approx. Chi-Square	1121.795
	df	28
	Sig.	0.000

The KMO value (0.612) from the above table it can be seen that the sampling is adequate to proceed factor analysis. The p value of Bartlett's Test of Sphericity is 0.000. That means, significance is less than 0.05.

Table No. 3

Communalities- Job Motivation

Job Motivation	Initial	Extraction
The top management members try to make employees' job more pleasant	1.000	0.745
The management shares manuals, models and methodologies with employees	1.000	0.821
The organization appreciates co-operation within the society	1.000	0.695
The management actively promotes exchange of knowledge within the society	1.000	0.695
Management looks out for the welfare of the employees	1.000	0.740
The management allows the employees to have enough freedom to do what they want on job	1.000	0.571
The management stimulates development of required skills among the employees	1.000	0.826
The members of the management team are always available when their help and support is needed by the employees	1.000	0.755

Table 3 clearly shows extraction communalities values for each variable representing job motivation. From the table it can be noted that according to the employees of general co-operative marketing societies, the highest extraction value for the factor named, the management stimulates development of required skills among the employees' got 0.826. The least extraction value for the factornamed 'the management allows the employees to have enough freedom to do what they want on job' got 0.571.

Table No. 4

Variance of motivation among employees

Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
2.92	36.506	36.506	2.1	26.248	26.248
1.611	20.142	56.648	2.089	26.115	52.363
1.317	16.457	73.105	1.659	20.742	73.105

Variance of motivation among employees of general co-operative marketing societies indicates that how much of the variability has been modelled by the extracted factors in the data. Above table indicates about the factors with eigen values greater than one. There are three factors derived from the analysis. The cumulative percentage obtained from Extraction Sums of Squared Loadings indicates that with the help of only one extracted factor, it is possible to explain 36.50 per cent of the variance. If the second factor considered, 20.14 per cent of the variance can be identified. When third factor is considered, it is possible to explain 16.457 per cent of the variance.

Table No.5

Component matrix of factors of job motivation

Factors of Job Motivation	Component		
	1	2	3
The top management members try to make employees' job more pleasant	.726	.041	-.464
The management shares manuals, models and methodologies with employees	.102	-.585	.685
The organization appreciates co-operation within the society	-.750	-.119	-.345
The management actively promotes exchange of knowledge within the society	.623	.523	.183
Management looks out for the welfare of the employees	.089	.841	.158
The management allows the employees to have enough freedom to do what they want on job	-.717	-.124	.203
The management stimulates development of required skills among the employees	.283	.845	-.177
The members of the management team are always available when their help and support is needed by the employees	-.097	.145	.851

Table 5 illustrates the 3 components extracted by the rotated component matrix. It is evident that the relative correlation between factors varies interchangeably. Through this analysis

interrelated variables are grouped into one factor. It can be observed from the table that the factors like The top management members try to make employees' job more pleasant, the management appreciates co-operation within the business units, the management actively promotes exchange of knowledge within the business units and the management allows the employees to have enough freedom to do what they want on job are come under first factor.Similarly the factors like management looks out for the welfare of the employees and the management stimulates development of required skills among the employees are treated as second factor. The factors like the management shares manuals, models and methodologies with employees and the members of the management team are always available when their help and support is needed by the employees are comes under third factor.

Job Involvement

Job involvement is the employee's positive emotional attachment to the organization. It is the "desire" component of organizational commitment. Active involvement of employees or officials strongly identifies with the goals of the organization and desires to remain a part of the organization.

Table No. 6

Job Involvement of Employees of General Co-operative Marketing Societies with Mean Score

Factors	Mean	S D	N
I am willing to put in great deal of effort beyond that is expected in order to help this Society to be successful	4.6857	0.75858	385
I will always talk up my society to my friends as a great Society to work for	4.7584	0.59629	385
I would accept almost any type of job assignment in order to keep working for this Society	4.1299	1.27629	385
I am proud to tell others that i am part of this Society	2.9636	1.36692	385

My values and the Society's values are very similar	2.9610	1.21022	385
I feel this Society really inspires the very best in me in the way of job performance	3.6468	1.28691	385
I am extremely glad that I chose this Society to work for over others I was considering at the time I joined	3.2052	1.51794	385
I really care about the fate of this Society	4.0078	1.36833	385
I feel, for me, this is the best of all possible Societies for which to work	3.3896	1.53735	385
I feel I am positively influencing other peoples' lives through my work	3.4494	1.43547	385

It can be observed from the above table that 'I will always talk up my society to my friends as a great society to work for' is a highly motivational factor (mean score is 4.75), followed by 'I am willing to put in great deal of effort beyond that is expected in order to help this society to be successful'(4.68),I would accept almost any type of job assignment in order to keep working for this society (4.12), I really care about the fate of this society (4.00), I feel this society really inspires the very best in me in the way of job performance (3.64), I feel I am positively influencing other peoples' lives through my work (3.44), I feel, for me, this is the best of all possible societies for which to work (3.38), I am extremely glad that I chose this society to work for over others Iwas considering at the time I joined (3.20), I am proud to tell others that I am part of this society (2.96) and my values and the society's values are very similar (2.96).

In order to find interrelationships that exist among variables, factor analysis was used. Factor analysis is a method of data reduction that reduces all variables to a few principal components. Next step is to determine whether the collected data is adequate or not to precede the factor analysis. Kaiser Meyer Olkin (KMO) and Bartlett's test was used to measure sampling adequacy.

Table No.7

KMO and Bartlett's Test for measuring Sampling Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.541
Bartlett's Test of Sphericity	Approx. Chi-Square	1028.932
	df	45
	Sig.	0.000

The KMO value (0.541) from the above table it can be seen that the sampling is adequate to proceed factor analysis. The p value of Bartlett's Test of Sphericity is 0.000. That means, significance is less than 0.05.

Table No. 8

Communalities- Job Involvement

Job Involvement	Initial	Extraction
I am willing to put in great deal of effort beyond that is expected in order to help this Society to be successful	1.000	0.692
I will always talk up my society to my friends as a great Society to work for	1.000	0.712
I would accept almost any type of job assignment in order to keep working for this Society	1.000	0.442
I am proud to tell others that i am part of this Society	1.000	0.645
My values and the Society's values are very similar	1.000	0.792
I feel this Society really inspires the very best in me in the way of job performance	1.000	0.749
I am extremely glad that I chose this Society to work for over others I was considering at the time I joined	1.000	0.721
I really care about the fate of this Society	1.000	0.747
I feel, for me, this is the best of all possible Societies for which to work	1.000	0.833
I feel I am positively influencing other peoples' lives through my work	1.000	0.731

Table 8 clearly shows extraction communalities values for each variable representing job involvement. From the table it can be noted that according to the employees of general co-operative marketing societies, the highest extraction value for the factor named, 'I feel, for me, this is the best of all possible organizations for which to work' got 0.833. The least extraction value for the factor named 'I would accept almost any type of job assignment in order to keep working for this Society' got 0.442.

Table No. 9

Variance of job involvement among employees

Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
2.204	22.036	22.036	1.887	18.87	18.87
2.148	21.477	43.513	1.815	18.146	37.016
1.495	14.95	58.463	1.767	17.673	54.689
1.218	12.179	70.642	1.595	15.953	70.642

Variance of involvement among employees of general co-operative marketing societies indicates that how much of the variability has been modelled by the extracted factors in the data. Above table indicates about the factors with eigen values greater than one. There are four factors derived from the analysis. The cumulative percentage obtained from Extraction Sums of Squared Loadings indicates that with the help of only one extracted factor, it is possible to explain 22.036 per cent of the variance. If the second factor considered, 21.477 per cent of the variance can be identified. When third factor is considered, it is possible to explain 14.95 per cent of the variance. If the fourth factor is considered, 12.179 per cent of the variance can be identified.

Table No.10

Component matrix of factors of job involvement

Factors of Job Involvement	Component			
	1	2	3	4
I am willing to put in great deal of effort beyond that is expected in order to help this Society to be successful	-.198	.049	.172	.788
I will always talk up my society to my friends as a great Society to work for	-.088	.059	-.001	.837
I would accept almost any type of job assignment in order to keep working for this Society	-.368	.147	.262	-.465
I am proud to tell others that I am part of this Society	.534	.524	-.261	-.130
My values and the Society's values are very similar	.304	.737	.394	.027
I feel this Society really inspires the very best in me in the way of job performance	-.174	.845	-.010	.064
I am extremely glad that I chose this Society to work for over others I was considering at the time I joined	-.039	.292	.794	.067
I really care about the fate of this Society	.818	.271	.067	-.030
I feel, for me, this is the best of all possible Societies for which to work	-.040	-.150	.900	.003
I feel I am positively influencing other peoples' lives through my work	.791	-.270	-.044	-.174

Table 10 illustrates the 4 components extracted by the rotated component matrix. It is evident that the relative correlation between factors varies interchangeably. Through this analysis interrelated variables are grouped into one factor. It can be observed from the table that the

factors like I am proud to tell others that I am part of this organization, I really care about the fate of this Society and I feel I am positively influencing other peoples' lives through my work are come under first factor. Similarly the factors likemy values and the Society's values are very similar and I feel this Society really inspires the very best in me in the way of job performance are treated as second factor. The factors likeI am extremely glad that I chose this Society to work for over others I was considering at the time I joined and I feel, for me, this is the best of all possible Societies for which to work are come under third factor. In addition to these factors like I am willing to put in great deal of effort beyond that is expected in order to help this Society to be successful, I will always talk up my society to my friends as a great Society to work for and I would accept almost any type of job assignment in order to keep working for this Society are treated as fourth factor.

Relationship between Job Motivation and Job Involvement

In order to ascertain relationships in the various factors of job involvement with respect to job motivation, linear regression analysis was conducted. Job motivation is the dependent variable and various factors of job involvement is the independent variable.

Table 11

Summary of the regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.536[a]	.287	.268	2.56583	1.631

Table 11 presents summary of the regression model. From the table it can be identified that the R Squire of the regression model is 0.287. From the result it can be inferred that 28.7 percent of relationship exists between dependent and independent variables. The value of the Durbin Watson is 1.631 which is nearly equal to 2.00 indicating that dependent variable is free from serial correlation.

Table 12

ANOVA of the Regression Model.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	993.192	10	99.319	15.086	0.000
	Residual	2462.226	374	6.583		
	Total	3455.418	384			

The significance level of F values of the regression model is 0.000, below the level of significance, which indicates that the models are valid for studying find relationships in the various factors of job involvement with respect to job motivation. This clearly shows that job motivation has control over various factors of job involvement.
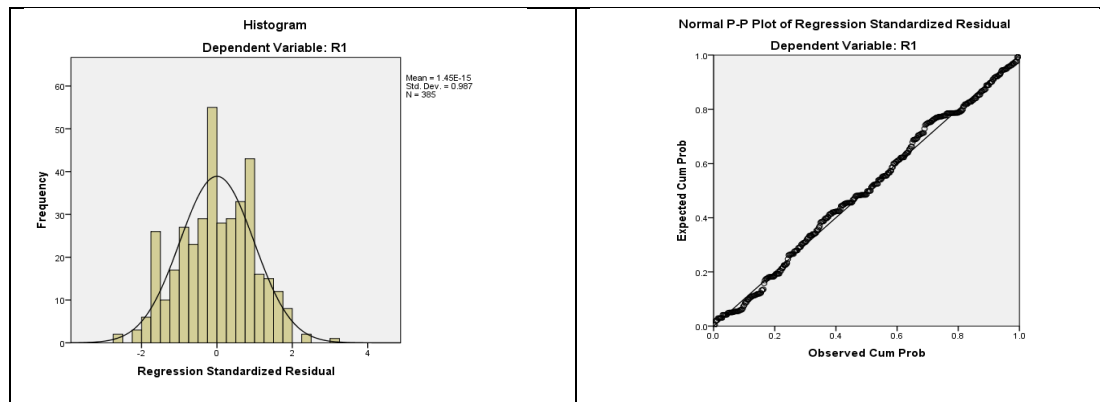

Figure No.1 Histogram of regression Standardised Residual and P-P Plot of Regression Standardized Residuals

The histogram of the regression standardised residual presented in figure no.1 indicating that its distribution is nearly normal and the expected cumulative probability on observed cumulative probability cluster around the diagonal strait line as shown in the figure. It indicates that the standardised residuals are normally distributed.

Table 13

Co efficient of the regression model

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	37.314	1.489		25.061	.000		
I am willing to put in great deal of effort beyond that is expected in order to help this Society to be successful	-.372	.210	-.094	-1.776	.077	.677	1.476
I will always talk up my society to my friends as a great Society to work for	-1.386	.263	-.275	-5.275	.000	.699	1.431
I would accept almost any type of job assignment in order to keep working for this Society	-.842	.108	-.358	-7.772	.000	.897	1.115
I am proud to tell others that i am part of this Society	-.122	.129	-.056	-.946	.345	.547	1.827
My values and the Society's values are very similar	-.437	.165	-.176	-2.649	.008	.430	2.324
I feel this Society really inspires the very best in me in the way of job performance	.305	.128	.131	2.391	.017	.637	1.571
I am extremely glad that I chose this Society to work for over others I was considering at the time I joined	.129	.120	.065	1.075	.283	.520	1.923
I really care about the fate of this Society	.527	.132	.240	4.003	.000	.528	1.893

I feel, for me, this is the best of all possible Societies for which to work	.053	.119	.027	.442	.659	.512	1.952
I feel I am positively influencing other peoples' lives through my work	.184	.120	.088	1.535	.126	.579	1.726

The collinearity statistics presented in the table 13 indicates that the VIF of all the independent variables are less than 10 indicating lack of collinearity between independent variables. In order to examine the beta weights presented in the above table, it is found that higher scores ofvarious job involvement factors like I feel this Society really inspires the very best in me in the way of job performance, I am extremely glad that I chose this Society to work for over others I was considering at the time I joined, I really care about the fate of this Society, I feel, for me, this is the best of all possible Societies for which to work and I feel I am positively influencing other peoples' lives through my work are associated with high scores of job motivation.

Testing of Hypothesis

The multiple regression of the factors of job motivation with job involvement is found that different factors of job involvement are also the pertinent predictor of job motivation. Hence, the hypothesis that there is no significant relationship between motivation and job involvement of employees of general co-operative marketing societies is rejected and accepted the alternative hypothesis that there is significant relationship between motivation and job involvement of employees of general co-operative marketing societies.

Conclusion

Active participation of employees in the General Co-operative Marketing Society is a crucial factor for its success. Present study asses the relationship between motivation and job involvement of employees of general co-operative marketing societies. Factor analysis is used to test sample adequacy before making regression analysis. The multiple regression of the factors of job motivation with job involvement is found that different factors of job involvement are also the pertinent predictor of job motivation. So the study rejected the null hypothesis that there is no

significant relationship between motivation and job involvement of employees of general co-operative marketing societies and accepted the alternative hypothesis that there is significant relationship between motivation and job involvement of employees of general co-operative marketing societies.

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