Perspectives of Job Involvement on Technology Adoption in Workplace

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ABSTRACT

Job involvement refers to the psychological and physiological extent to which someone participates in his work, profession and company. Outside the field of staff performance, Job involvement is theorized to be an antecedent of job stress, job satisfaction, organizational commitment, life satisfaction, turnover intentions and work-family conflict. However, effects of Job involvement on technology adoption willingness in work place still remains less improvised in the body of literature and hence, the present work provides an imperative in this directions. While the adoption of workplace technology is proved to be causing tremendous advantages to the organizations, willingness to adopt such technology among the employees is viewed as the involvement levels shown by the employees to use such technology in work place. Through the well conceived perspectives relating Job involvement levels and willingness levels of technology adoption, nine different possibilities impacting upon the operations of the organizations with or without work place technologies have been discussed and presented with suitable solutions in the present work.

Keywords--- Job Involvement, Technology Adoption, Technology Adoption Willingness, Work-Place Technologies and Job involvement effects

I. INTRODUCTION

Job Involvement

Job Involvement and its outcome such as job satisfaction, job commitment, and employee job performance are among the most considered areas in organizational performance and human resource managing research in recent times. Job involvement is defined as the calculation of the level to which employee is involved in his job and takes part in decision-making. Employees’ job involvement increases, if workers constitute decision making power, liability and the tempo of the work (Bass, 1965). Also, Job involvement refers to the psychological and physiological extent to which someone participates in his work, profession and company. Thus, Job involvement is generally described as an attachment to one’s job that exceeds normal levels of commitment needed and defined for the smooth functioning of the organization. This aspect is so crucial that sometimes the worker can become so involved with his job that it affects performance in other job role areas. “The degree to which a worker is engaged in and enthusiastic about performing the work is called Job involvement” (Gunasundari, 2016).

1.1 Effects of Job Involvement in Workplace

The driving force of the staff facilities, it is important to understand how the work environment shapes the attitudes of staff; yet, the effect of job involvement on workplace employees is least probed but considered very important in the context of the organizational performance. While, most of the study to date has concentrate on job stress and job satisfaction among staff, only recently has there been research on other significant work attitudes, such as job involvement. Job involvement may have important effects on salient work outcomes. Outside the field of staff performance, job involvement is theorized to be an antecedent of job stress, job satisfaction, organizational commitment, life satisfaction, turnover intentions, and work-family conflict. Nevertheless, due to a lack of empirical exploration in the correctional literature, there is a question of what, if any, effects job involvement in workplace has on staff job stress, job satisfaction, organizational commitment, life satisfaction, turnover intentions, and work-family conflict (Lambert, 2012). While Job involvement is considered to be causing effects on the above listed behavioral metrics pertaining to the employees in workplace, its role on Technology Acceptance and Adoption in Work place still remains an uncharted aspect in HR research.

II. TECHNOLOGY ADOPTION IN WORKPLACE

Technology adoption means different things to different people. Viewing technology adoption as a
consistent process is the key to enabling hesitant users to successfully adopt and use technology in work place.

2.1 What is Technology?
Technology is a body of knowledge devoted to creating tools, processing actions and extracting of materials. The term ‘Technology’ is wide and everyone has their own way of understanding the meaning of technology. While technology is used to accomplish various tasks in daily lives, it can be described as products, processes towards enhancing organizational performance. Technology is used to extend human abilities, and that makes people as the most important part of any technological system (Ramey, 2013).

2.2 Workplace
The workplace is the location at which an employee provides work for an employer. That seems like a simple enough explanation, but it can be a bit more complex, especially in today’s knowledge economy. The workplace is located in a variety of settings including offices, manufacturing facilities or factories, stores, farms, out-of-doors, and in any location where work is performed. With the proliferation of electronic communication, employers are no longer expected to always provide a workplace with a physical location at which employees work. Home offices, telecommuting work arrangements, and worldwide employment relationships mean that almost any location, including the employee’s home, may serve as and accurately be called, a workplace (Susan, 2016).

2.3 Advantages of Technology in Workplace

a.) Improves Communication:
Many businesses are using various business communication technologies to change the way their employees interact and communicate while at work. Employees can use various communication tools to interact or exchange information at work. For example, employees from different departments in a company can use text messaging services or video conferencing tools like Skype to share and exchange information. Virtual communication tools like Skype can be used to share screens and this can help workers to share projects while in different departments, the same application can be used to support group decision making. Also communication technologies can be used in the customer service department to serve customers on time (Scott, 2011).

b.) Encourages Innovation and Creativity:
Workers can use different business technologies to create innovative business ideas which can be used in business growth and expansion. Many companies create technological challenges and reward employees who come up with creative ideas using technology. Employees can use Internet technology to innovate ways of promoting a business online. Social enterprise networks are used by employees to socialize and interact with other creative employees from different organizations, this interaction will result into information exchange and it also encourages brain storming on various work related issues (Hackbert, 2010).

c.) Improves on Human Resource Management:
Technology in the workplace can change the way human resource managers do their job. It improves on the process of screening, recruiting and hiring new employees. Many human resource managers are using Internet to advertise job openings. Targeted candidates will be in position to apply online by submitting their resumes to the human resource manager. This kind of process saves time and it makes the human resource managers work easier. Technology can also be used to track performance and productivity of each employee at work. Once employees are aware that they are being monitored, their productivity is bound to improve (Scott, 2011).

d.) Saves Time:
Technology can be used to automate various tasks at work; this automation will guarantee efficiency and will also increase production at work. The use of computers to accomplish specific tasks at work creates room for making corrections on instant basis and it also reduces human errors. Using databases to capture and store information can facilitate quick decision making at work. Employees can easily access Business Information via one single database; this information can be edited and saved for later use. Use of internal networks at the workplace can help in sharing of gadgets like printers and scanners, so employees do not have to move to different departments to share technological tools (Holford, 2015).

e.) Creates Mobility:
The use of Internet and Computers on work has eliminated space and time boundaries. Employees can work from anywhere at any time, this mobility makes employees stay in control of their jobs. Technological tools like virtual meeting applications saves time by enabling virtual meetings where information and data can be shared in real-time (Ramey, 2013).

2.4 Details of Workplace Technology
The utility of Information and Communication Technology (ICT) in the workplace, educational institutions, and the home has developed considerably in recent times. Modern ICT products are now readily available to most people. They range from tab devices, mobile phones, personal organizers and digital TVs, satellite communication technology, personal computers and other Internet based applications. As in turn, communication technology has become added sophistication which becomes more economical and easily available. The specific skills mandatory to utilize technology are no longer confined to computing experts. The method we communicate and look for knowledge has been transformed. The World Wide Web enables public access to vast amounts of information and the move of knowledge to an extent and a rate previously not envisaged. For society and service professionals this fresh technology can make easy highest information recovery
and exchange as well as distribution of information through electronic publishing. It enables persons to communicate instantly with other people all through the world from their house or workplace base. Also, wireless link in cafes and other locations has enlarged our opportunities to communicate via mobile computing platforms (Milligan, 2006).

III. CHALLENGES ON ADOPTION OF TECHNOLOGY IN WORKPLACE

Some of the potential challenges on the adoption of technology in workplace include; Human centric challenges, Technology centric challenges and Organization centric challenges (Panneerselvam, 2016).

3.1 Human Centric Challenges:
The difficulties that an individual could face due to the adoption of a work place technology by a specific organization are called as human centric challenges in technology adoption.

3.2 Technology Centric Challenges:
The difficulties that an Organization could face on technology related issues due to its adoption of work place technology are called as technology centric challenges in technology adoption.

3.3 Organization Centric Challenges:
Insufficiencies on the part of the organization’s business model to adopt a specific work place technology are called as organization centric challenges in technology adoption.

IV. JOB INVOLVEMENT LEVELS

The job involvement levels can be classified into three levels such as High, Medium and Low. The details of each of these job involvement levels are noted as follows;

4.1 High Level of Job Involvement
High level of job involvement is nothing but the high level of willingness of employee to carry out job and related activities. The employees who have the high level of job involvement are generally good at their job performance. Hence, the higher level of job involvement contributes towards the success of organization (Konrad, 2006). From the perspectives of organization, factors like morale and motivation levels will be at its best for those with high job involvement.

4.2 Medium Level of Job Involvement
Medium level of job involvement is nothing but the average levels of employee willingness to participate at job related activities in organizations. While medium level of job involvement ensures smooth functioning of organizations, higher levels of excellence on performance cannot be achieved with such levels of job involvement on the part of the employee in organizations (Hartzel and Sherri, 2003). Higher motivation and morale boosting measures of the organization could make the employees under these job involvement levels to move towards higher job involvement levels.

4.3 Low Level of Job Involvement
Lower level of job involvement is nothing but the low levels of employee willingness to participate at job related activities in organizations. While lower level of job involvement is considered detrimental towards smooth functioning of organizations, factors such as shortage of skill in addition to the lack of morale and motivation could be the major reasons for such low levels (Mostafa, 2012). Higher motivation and morale boosting measures of the organization could make the employees under these job involvement levels to move towards higher job involvement levels. Further, organizational introspection on skill levels of employees is essential to identify the training needs that can create highly involved job professionals in organizations.

V. EMPLOYEE WILLINGNESS LEVELS ON TECHNOLOGY ADOPTION

5.1 High Level of Willingness
High level of willingness on Technology Adoption is nothing but the higher involvement levels shown by the employees to use work place technologies. While most of the work place technologies centers on ICT components, the willingness levels on these technology adoption has nothing to do with the actual availability of such technology in work place. This category of employees would be generally identified with good levels of usage of certain personal organization tools as well (Dunmore, 2013). High level of willingness on Technology Adoption among the employees will facilitate the organizations planning for conversion towards ICT based organizational functioning. In case of already implemented ICT tools, the employees under these category will be helpful in establishing smooth organizational functioning.

5.2 Medium Level of Willingness
Medium level of willingness on Technology Adoption is nothing but the average involvement levels shown by the employees to use work place technologies. While most of the work place technologies centers on ICT components, the willingness levels on these technology adoption has nothing to do with the actual availability of such technology in work place. With average levels of willingness to use technology in work place, the employees under this category may look forward for the thrust from the organization towards adopting work place technology. In case of already implemented ICT tools, the employees under these categories might require the training and organizational support for successful adoption of technology in work place (Tsan and Ching, 2014).

5.3 Low Level of Willingness
Low level of willingness on Technology Adoption is nothing but the lower involvement levels shown by the employees to use work place technologies. While most of the work place technologies centers on ICT components, the willingness levels on these technology adoption has nothing to do with the actual availability of such technology in work place. With lower levels of willingness to use technology in work place, the employees under this category may look forward for the thrust and additional incentives from the organization towards adopting work place technology. In case of already implemented ICT tools, the employees under these categories might require the extensive training and technology help desk support in organizations for successful adoption of technology in work place (Dunmore, 2013).

VI. JOB INVOLVEMENT LEVELS VS EMPLOYEE WILLINGNESS LEVELS ON TECHNOLOGY ADOPTION

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<thead>
<tr>
<th>Levels of Job Involvement</th>
<th>Levels of Technology Adoption</th>
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<tbody>
<tr>
<td>High</td>
<td>Case 1:1</td>
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<tr>
<td>Medium</td>
<td>Case 1:2</td>
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<td>Low</td>
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<tr>
<td>Medium</td>
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<td>Low</td>
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The table above represents the summary of cases of Job Involvement levels Vs Employee willingness levels on Technology Adoption resulting in 9 different cases as explained below:

Case 1:1) High Level of Job Involvement with High Level of Willingness on Technology Adoption

This is the most preferred case for most of the organizations operating with or without work place technology since it deals with the employees who have high levels of Job involvement and willingness to adopt such technologies. For those organizations with work place technologies in place, it’s possible to achieve highest possible productivity in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is the most favorable case as they can ensure seamless transformations into the new systems comprising work place technologies.

Case 1:2) High Level of Job Involvement with Medium Level of Willingness on Technology Adoption

This can be the preferred case for most of the organizations operating without work place technology but may not be the fully preferred case for organizations operating with work place technology. Since this case deals with the employees who have high levels of Job involvement but with medium levels of willingness to adopt work place technologies, the organizations without work place technologies can ensure productivity gains due to highly motivated and involved employees. However, for those organizations with work place technologies in place, it may not be possible to achieve possible productivity gains in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is the may not be the favorable case as they cannot ensure seamless transformations into the new systems comprising work place technologies.

Case 1:3) High Level of Job Involvement with Low Level of Willingness on Technology Adoption

This can be the preferred case for most of the organizations operating without work place technology but will be the less preferred case for organizations operating with work place technology. Since this case deals with the employees who have high levels of Job involvement but with lower levels of willingness to adopt work place technologies, the organizations without work place technologies can ensure productivity gains due to highly motivated and involved employees. However, for those organizations with work place technologies in place, it may not be possible to achieve possible productivity gains in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is may not be the favorable case as they cannot ensure seamless transformations into the new systems comprising work place technologies. However, the existing higher Job involvement levels of the employees can be leveraged into the motivational schemes towards ensuring successful technology adoption possibilities in the organizations.

Case 2:1) Medium Level of Job Involvement with High Level of Willingness on Technology Adoption

This is the preferred case for most of the organizations operating with work place technology since it deals with the employees who have high willingness to adopt such technologies. For those organizations with work place technologies in place, it’s possible to achieve productivity in operations with this case of employees. Also, the lacuna in Job Involvement levels in this case can be offset with higher preference for work place technologies among the employees. Also, for organizations that are planning to implement workplace technologies this is favorable case as they can ensure seamless transformations into the new systems comprising work place technologies. However, for the organizations without work place technologies in place, the employees in this case need to be motivated adequately to ensure the required levels of Job Involvement.

Case 2:2) Medium Level of Job Involvement with Medium Level of Willingness on Technology Adoption

This is the less preferred case for most of the organizations operating with or without work place technology since it deals with the employees who have medium levels of Job involvement and willingness to adopt such technologies. For those organizations with
workplace technologies in place, it’s tougher to achieve highest possible productivity in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is the less favorable case as this case of employees have neither full job involvement nor with full willingness levels to adopt workplace technologies. Under these circumstances, it becomes tougher to ensure seamless transformations into the new systems comprising workplace technologies. Further, for the organizations without workplace technologies in place, the employees in this case need to be motivated adequately to ensure the required levels of Job Involvement. Also, for organizations with workplace technology it becomes the primary necessity to ensure higher job involvement levels which can be leveraged into the motivational schemes towards ensuring successful technology adoption possibilities in the organizations.

**Case3:3) Medium Level of Job Involvement with Low Level of Willingness on Technology Adoption**

This is not the preferred case for most of the organizations operating with or without workplace technology since it deals with the employees who have medium levels of Job involvement and low level of willingness to adopt such technologies. For those organizations with workplace technologies in place, it’s tougher to achieve highest possible productivity in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is unfavorable case as this case of employees have neither full job involvement nor with full willingness levels to adopt workplace technologies. Under these circumstances, it becomes tougher to ensure seamless transformations into the new systems comprising workplace technologies. Further, for the organizations with or without workplace technologies in place, the employees in this case need to be motivated adequately to ensure the required levels of Job Involvement. This will also help the organizations with workplace technology towards leveraging enhanced job involvement levels towards ensuring successful technology adoption possibilities in the organizations.

**Case3:1) Low Level of Job Involvement with High Level of Willingness on Technology Adoption**

This is the preferred case for most of the organizations operating with workplace technology since it deals with the employees who have high levels of willingness to adopt such technologies. For those organizations with workplace technologies in place, it’s possible to achieve productivity gains in operations with this case of employees. Also, for organizations that are planning to implement workplace technologies this is favorable case as they can ensure seamless transformations into the new systems comprising workplace technologies. While lack of higher job involvement levels could be factor of concern, the higher levels of technology adoption willingness among this case of employees can be leveraged towards ensuring required levels of Job involvement. However, this case could be a potential case of worry for those enterprises that operate without sufficient workplace technologies in place and hence, the employees in this case need to be motivated adequately to ensure the required levels of Job involvement.

**Case3:2) Low Level of Job Involvement with Medium Level of Willingness on Technology Adoption**

This is the less preferred case for most of the organizations operating with workplace technology since it deals with the employees who have medium levels of willingness to adopt such technologies. For those organizations with workplace technologies in place, it’s possible to achieve productivity gains in operations with this case of employees provided they are trusted to adopt technology at higher levels of willingness. Also, for organizations that are planning to implement workplace technologies this is slightly favorable case with employees who have only medium willingness to adopt workplace technologies. Under these circumstances seamless transformations into the new systems comprising workplace technologies can be ensured only with top management thrust on technology adoption. Also, employees in this case need to be motivated adequately to ensure the required levels of Job Involvement in both the categories of organizations such as those with workplace technology and those without workplace technology in place.

**Case3:3) Low Level of Job Involvement with Low Level of Willingness on Technology Adoption**

This is the least preferred case for most of the organizations operating with or without workplace technology since it deals with the employees who have low levels of Job involvement and willingness to adopt such technologies. Also, for organizations that are planning to implement workplace technologies this is the toughest case comprising employees who have lower levels of willingness to adopt workplace technology. This is because causing a radical shift from lower levels of willingness to higher levels of willingness on technology adoption schemes even with strong thrust from top management may not yield the desired results in this case. Also, employees in this case need to be motivated adequately to ensure the required levels of Job Involvement in both the categories of organizations such as those with workplace technology and those without workplace technology in place.

**VII. CONCLUSION**

The perspectives presented through the above nine cases is viewed to be an indicative scenarios for ensuring smooth workflow on organizations functioning with or without workplace technologies in place. Also, those organizations that are planning to incorporate technology based work systems can take a cue out these
nine cases while strategizing their change management practices. While Job involvement levels are viewed crucial towards the smooth functioning of any organization, its relationship with the willingness to adopt new technology in work place is equally important in futuristic organizations based on new technologies. Higher Job involvement levels are generally the reflection of motivation and morale levels of the employees and higher technology adoption willingness is generally the reflection of technology exposure of the employees. Thus, systematic exposure to technology combined with motivational schemes can make the employees fully prepared for technology based initiatives in any organization.

REFERENCES