

## **Predicting the Job Involvement based on Job Motivation Variable among Experts and Supervisors of Isfahan Cement Company**

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**ABSTRACT**— This study aimed to predict job involvement and based on job motivation among experts and supervisors of Isfahan Cement Company. The study in terms aim of applied and in terms of data collection is descriptive correlational is done through a survey study. The target population composed of all experts and supervisors of Cement Company that among the 83 samples were selected. Data using a Lodahl and Kejner job involvement and standard questionnaire (1968) and Hackman & Oldham Job Motivation Inventory (1990) to measure each of the variables is collected. To analyze the data, Pearson correlation coefficient and Structural Equation Modeling with Amos Graphic software is used. The results indicate that there is a significant relationship between job satisfaction and job involvement at significant level 95%. Therefore, pay attention to the promotion of job motivation among cement companies using the proportional system is essential.

**KEYWORDS:** Job involvement, job motivation, Isfahan Cement Company

### **Introduction**

What changed in line with the objectives of competitive human capital to leading institutions on track to improve strategic processes as the main sources will become the new organizations is increase institutional participation is important that this is one of the most challenging issues in today's organizations. Today, technology and management systems as well as software development process are the main tools, advanced theories, human resources development process known underlying factors, and know any success in sustainable development conditional on the success of human resource development. Dynamic management systems play an important role in the development of human resources and thus the overall development process. It is participatory management system. Cooperative management systems, intellectual and practical cooperation of its employees are an organization with different levels of management. In this system, all employees about ways to solve problems and improve the productivity of an organization actively considered, it results in the form of proposals to the organization. Thus a consultation system to achieve the organization's goals is both prudent and management of a treasure trove of projects, ideas and solutions and have benefited from it seeks to achieve organizational goals, for all members of the value creation is worthy of respect. They are used in making decisions and positive consequences of this system and its numerous desirable. Lodahal and Kenjer (1968) job involvement defined as the degree to which an individual is determined psychologically, with their work, or their importance in the overall picture of one. Therefore, job involvement as an important variable feedback helps increasing the effectiveness of an organization and factors such as job satisfaction, job motivation and psychological well-being effect on it. Job satisfaction is an emotional thing that a person of his employment to job gains in the organization (Parhizgar, 2007). Therefore, understanding the processes and job satisfaction of employees would be useful for the organization and society because it increases the creativity of employees, their long residence at the institute and the institute will be more competitive and so the society will benefit from the efficiency of the organizations quality products. There are different views on the definition of job satisfaction, under the definition of consent is given. The internal state of a person's motivation is drive and cause behavior. (Lotfabadi, 2011)

### **Study Population and sample**

The study population consisted of supervisors and experts (official-contract) in Isfahan Cement Company in May 2015 based on statics were 87. The study sample was limited given that the population census so that the entire population, whose numbers are 87 students were selected as sample.

**Measuring tool**

Lodahl and Kejner job involvement and standard questionnaire (1968): Likert type, by answering 20 questions, if the score is higher than 40 is relatively high involvement of his career otherwise, the person constitutes a small part of his life, Cronbach's alpha coefficient of reliability and validity of the 0.88 and 0.82 estimated, respectively.

If the score obtained is more than 40 individual high jobs involvement and whatever the score, the higher a person's involvement will be closer to 80. Otherwise, jobs make up a small part of his life and involvement remained unchanged.

**Job Motivation Inventory Hackman, Oldham (1990)**

Hackman and Oldham job motivation questionnaire contains 25 questions and 5 pm (task variety, task identity, task significance, autonomy, feedback) Cronbach's alpha reliability coefficient equal to 0.79 estimated. Hackman translated the survey questionnaire and Oldham based on JDS Institute of America in order to measure the motivation of employees in all occupations is provided. 25 questions with 5 options with too many options, too, to some extent, low, very low. The questionnaire Hackman and Oldham is set based on the new model. Hackman and Oldham have developed the most comprehensive job specification model, what is motivating them to understand the concept of job profile, 5 key characteristics that used to describe the motivation, potential applied have set for a job.

**Table1-** Group of questions and components

Stimulating component	task variety	task identity	task significance	autonomy	feedback
Number of Questions	1·6·11·16·21	2·10·15·19·23	3·7·12·17·22	4·9·13·18·24	5·8·14·20·25

Studies: This questionnaire (Kardani, 2007) is studied and the researcher questionnaire on a sample of 500 secondary school teachers in Tehran and has achieved the following results.

Reliability: reliability coefficient using Cronbach's alpha was equal to 0.79

Validity: The validity of the content of this test, according to the manufacturer's approval and the approval of professors and specialists researcher and there is evidence satisfactory internal consistency coefficient having validity in it.

**Research findings**

This section dedicated to analyzing information. In addition to the main and secondary research hypotheses, using inferential analysis, structural equation modeling was tested. The graphical techniques including normal line histogram to show the original variable distribution as well as construction techniques authority estimates with 95% confidence intervals were used to estimate the parameters of job involvement is variable. It noted that the approach in this study is also evaluating the overall model and test hypotheses using structural equation modeling, is a two-step approach.

**Table 2-** Summary indices measured accurately estimate (Cronbach's alpha) and validity (chi-square relative, comparative fit index and thrifty) to measure job motivation

Structures	Number of items	Internal consistency $r_{\alpha}$	Evaluation Measures					
			CMIN.DF	CFI	RMSEA	DF	P-value	PNFI
Feedback	5	79.0	856.0	999.0	000.0	5	510.0	52.0
Autonomy	5	72.0						
Task significance	5	70.0						
Task identity	5	76.0						
Task variety	5	70.0						

The overall fit indices came in above table shows that measures of job motivation in a study of the situation is acceptable and the measurement model developed in terms of validity and reliability were adopted. However, if the measure is acceptable overall fit of the measurement model, the estimated individual parameters in a model can be meaningless, therefore, the interpretation of individual parameters in a model is essential.

**Table3-** The difference between estimated values of various parameters at zero for the measurement of psychological well-being

			Non-Standard	Standard	S.E.	C.R.	P
Task variety	<---	Job motivation	1.000	.812			
Task identity	<---	Job motivation	.893	.910	.094	9.509	***
Task significance	<---	Job motivation	.886	.843	.102	8.731	***
Autonomy	<---	Job motivation	.546	.478	.125	4.359	***
Feedback	<---	Job motivation	.717	.711	.103	6.967	***

\*\*\*: p<0.05

C.R. amount of non-standard calculation of the estimated value for the parameter standard error (S.E.) calculated for the same parameters can be achieved shows that the hypothesis that this parameter is zero to zero, how likely there was an error. Since a significant level of maximum acceptable error is 05.0, it concluded that the calculated parameters have been significantly different from zero. In this table estimates the amount of error of less than 0.05, and show that the probability of error is low. So much regression coefficient (factor loadings) has significantly different from zero at 95 percent.

Measurement of job involvement model

**Table4-**General fitted index for the factor model of first time job involvement

Type Indicator	Index	Persian equivalent	Model	
			Research model	Independence model
Absolute	NPAR	Free parameters for the model developed	21	10
	CMIN	insignificant Chi-square	170.46	631.184
	DF	Degrees of freedom	34	45
	P	Significance level	080.0	000.0
Relative	RMSEA	Stock root mean square residual	066.0	195.0
	CMIN.DF	Chi-square proportion to the degree of freedom	358.1	103.4
Comparative	TLI	Tucker-Lewis fit index	901.0	0
	CFI	Comparative fit index	913.0	0
Parsimony	PNFI	Normalized parsimony fit index	567.0	0
	PCFI	Parsimony comparative fit index	690.0	0

Using overall fitness index can be answered these questions regardless of the specific amounts reported for each parameter, generally, whether model was developed, supported by empirical data collected or not? If the answer is yes, the model is acceptable. Otherwise, they attempted to fix it. It is important after elimination of the above model path coefficient in the model have been insignificant and weak. To interpret the values must be said: There is significant chi-square is because these indicators are usually affected by sample size. The number of free parameters for the model was developed (NPAR) whose value is modified in the final version of the 21, indicates that researchers in developing models easily pay the cost of the degrees of freedom and this situation is acceptable. Chi-square proportion to the degree of freedom (CMIN, DF) to judge the models developed and the data supporting the index is more appropriate. Values from 1 to 5 suitable for this index values close to 2 to 3 to be interpreted very good (Schumacher and Lumx, 2009). In this table, chi-square value is relative 1.358 acceptable conditions for the story. Stock root mean square residual (RMSEA) shows that the model developed can be considered acceptable or not. The index, which is known as one of the indicators of a bad fit, its value is between zero and one change and the obtained value is smaller, is considered more acceptable model was developed. Amount 0.066 obtained in the present model indicate acceptable condition for the model. Comparative indicators to assess the acceptability of the model have developed based on comparison with the model of independence. In the above table, fitted Tucker Lewis index (TLI) is equal to 0.96, the comparative fit index (CFI) is equal to 0.97, and because its value is more than 0.90 therefore, based on these indicators, the formulation considered acceptable. In addition to the indicators mentioned above, parsimony indices also deemed acceptable for the model seems essential. For normalized fit index (PNFI) and parsimony comparative fit index (PCFI) values higher 0.50, are deemed acceptable and some resources on 0.60 and higher levels of stress have been developed to fit the model. The normalized fit index is equal to 0.567 and parsimony comparative fit index value is equal to 0.690 demonstrate both acceptable values. The overall fit indices in the table above, measures of involvement in this study indicate that the situation is acceptable. However, the measure is acceptable overall fit of the measurement model, the estimated individual parameters in a model can be meaningless, and so the interpretation of individual parameters in a model is essential.

The correlation matrix between the main variables

**Table5-General fitted index for the factor model of first time job involvement**

Variable	Average	Standard deviation	1	2
Job motivation	85.90	14.47	1	
Job involvement	27.02	4.46	0.373**	1

**Testing Hypothesis**

**Hypothesis:**

Job involvement increases job motivation.

The hypothesis that the relationship between job motivation and job involvement based on calculations in version 4.3 is testable. These calculations indicate that a factor in the studied sample is significantly different from zero (0.05> Sig). Such a conclusion means that there could be at least 95% and the relationship between two variables, job motivation, and participation in the study population has a positive relationship with each other so that people who have more job motivation are more likely to have higher employment participation. The third hypothesis can be stated at significant level 95% confirmed and null hypothesis designed to ensure not to the relationship between job motivation and job involvement is rejected.

Structural equation modeling and corresponding estimates for the third hypothesis test

<b>Model Chi-Square=141.352</b>	<b>Model DF=89</b>	<b>Phi=0.341</b>	<b>C.R=2.207</b>	<b>Sig=0.028</b>
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**Table 6-Estimated values for significant gamma coefficients**

Independent variable	Direction	Dependent variable	Standard estimates of the gamma factor	Gamma parameters		
				standard error	Critical rate	Significance level
Job motivation	←	Job involvement	0.027	0.021	0.210	0.833

**Discussion**

Every organization needs to achieve its goals to various sources, without doubt, the most important source of each organization, human resources working in the organization. If this power is the power of motivation and satisfaction and high commitment and talent, use its expertise in the organization. The success and progress of any organization depends on its human resources organization. Organization without an efficient and committed workforce can achieve your goals. Reforms and changes in the administrative structure of an organization cannot be blindly and without consideration of economic, social and culture began. Specific administrative programs that are not necessarily effective in various organizations in the organization no longer apply. Therefore, involvement in the civil service structure and organization requires a completely different approach and adopt it must be done with the previous study, and if you are looking for increased production of better quality and are efficient manpower, research in the field of different approaches including employment involvement is essential. This study aimed to predict job involvement and based on job motivation among experts and supervisors of Isfahan Cement Company in 2015. The study population consisted of all personnel were in total (n = 87 patients) were census. The applied data using a standard validated and reliable questionnaire collected finally, after data editing and cleaning 83 questionnaires were analyzed. The results obtained show that the average involvement for the statements of all respondents indicate that the sample respondents' involvement is higher than average. All averages obtained from the mediocrity measure 2 was higher. Most of the items that the average person is personally engaged in work too much (average 3.24) also, the sample usually do little before, it's ready to announce (average 3.06) and item makes up only a small part of your life in order is of prime importance (average 3.05). All these findings suggest is that in terms of total respondents working in partnership remain in good condition. More than opponents or people completely opposed to the items in front of people agree or strongly agree with the statements below, in total, to express this result is confirmed. The results of bivariate relationships in the form of structural equation modeling showed that:

**Hypothesis:** participation increases employee job motivation.

Pearson correlation test results showed significant positive correlation, and almost poor job motivation and job involvement between the two variables at a confidence level of 95 percent. In this sense, whatever the motivation of employees to be added the extent of their participation in the work environment will be added and vice versa. This is consistent with the findings of Rosen (1959) aligned. They found in their study concluded that as one to encourage independent thinking and be more involved in decision-making and he expected that to achieve high standards to succeed, he will be more successful. Theoretical explanation Lotfabadi (2011) that considers the individual's motivation and goal-directed behavior is purposeful improvement. If you can suggest policies and objectives of the organization is clearly traced and identified, certainly a large part of the organization according to the nature and level of personal interests and career needs the active participation and effective, with

targeted incentive organizations from known and to provide their own goals and the steps anymore. Therefore, it will grow the organization's position.

### Conclusion

In recent years, some studies have sought to minimize employee absenteeism by improving employee attitudes in relation to increase job satisfaction, job involvement, job motivation, and psychological well-being. Considering the importance of human resources, through involvement and the factors influencing them will be coached information that would be useful for the organization and employees. Knowing how many people are satisfied with their jobs and how much they are willing to participate in organizational affairs is an important issue for the management and future decisions, personnel and these factors are timely and enhance the position of the organization by encouraging people to be mobile. Moreover, certainly progressive people's organizations will be encouraged to organize themselves known and the elimination of barriers to effective and exploitation of active involvement and even the competition between organizational initiatives and their inventions. Do not see comments in this regard is a system of cooperative management systems and practical cooperation at various levels of management employees of an organization in this system, all employees actively thinking about ways to solve problems and improve the productivity of an organization and the result in the form of proposals to the organization. As well as thinking through a consultation system to achieve the organization's goals and management of a treasure trove of projects, ideas and solutions to achieve organizational goals have become rivals. In this system gives appropriate credit for creativity all members' value and is used in decision-making. Employee involvement, continuous improvement in the process of doing that is the main factor in productivity, customer satisfaction is achieved (Sheikh Mohammadi, Tavalit Zavareh, 2005). So given participatory management and consequently job involvement, according to experts the results of the study confirms the impact of job motivation on participation and providing innovative strategies. According to the presence and active participation in community research and implementation of systems in the last year, tangible results and unique has been compared to previous years that increases labor efficiency, substantial increases quality and production, and favorable changes in mental and physical space and personnel of the cement plant so to understand the subject of this research can be useful for peer companies, and consequently increasing the productivity, national production and economic development of the country.

### Research limitations

The research is very important to recognize the limitations. These restrictions include:

- (A) Restrictions, which is responsible for foreign researchers
- (B) Limitations on the researcher's control

Restrictions which is responsible for foreign researchers variables that control unwanted intruders They are not available to researchers, they control the variables that were not available to researchers in this study include:

1. Reward and punishment: Rewards and penalties that were imposed by the management of the company during job satisfaction survey sample group changes would take place.
2. Organizational culture: changes in the line of research in the study affected the organization into existence.
3. Personality traits such as depression and anxiety
4. To conduct the research necessary coordination and distribution of questionnaires and some of the heads of the confirmed cooperate on research.

### Suggestions

1. Improving communication networks and describes policy objectives and organizational mission.
2. Raise the bond among employees and engage them with organizational goals.
3. The relative independence of the experts and supervisors' duty

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