Assessing prioritizing the key factors affecting job involvement of the employees among holding company of production, transmission and distribution of electricity management (Tavanir)

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Abstract

The aim of this study is to assess and prioritize the key factors affecting job involvement of the employees of the holding company of production, transmission and distribution of electricity management (Tavanir) and for this purpose 224 of the managers, deputies and employees of the holding company of production, transmission and distribution of electricity management (Tavanir) of the city of Tehran have been selected with the use of simple random sampling method and have responded to the author-made questionnaire. Finally, the obtained data from the research questionnaires have been analyzed with the use of two-variable linear regression and Friedman test. The results indicated that perceived organizational support and personal interaction networks have an effect on employees' personality characteristics and also the personal interaction networks has a positive and significant effect ($p<0.05$) on perceived organizational support of employees. The results of the Friedman test did not indicate a significant difference between the priority of each of these factors among manages and deputies, while the priority of each of them is different for the employees.

Keywords: job involvement, perceived organizational support, personality characteristics, personal interaction networks.

Introduction

Job involvement indicate to a positive and rather complete involvement of the person himself/herself in the job, while job alienation indicate to lack of individualism and separation of the person form the workplace (Akinbobola, 2011). During the past decades, researchers in the field of industrial psychology, organizational psychology and management have emphasized on the existence of different feedbacks from the employees regarding the work and the relevant behaviors to these feedbacks. Job involvement is one of the relevant feed-backs of work which has been studied from different point of views. For example, Gowrin *et al.* (1960) has taken influence of the major motivational theories (such as Herzberg, Masner and Snider, 1959 and Maslow, 1954 cited by Gowrin and *et al.*, 1960). Personal involvement in job roles has been defined as a level of the person's effort for expressing and cultivating himself/herself in the job. Atkinson and Litton (1960, as cited in Litinger, 1982) with emphasis on the existence of the relationship between job involvement and progress motivation, describes employees with high job involvement as those who are targeted and employees with low level of job involvement as those who are extremely afraid of defeat.

Job involvement as a perspective is a very important variables which contributes to increasing the organization's efficiency. As much as the level of the job involvement of the employees is higher in an organization, its efficiency increases as well. For increasing the level of job involvement, we should have a realistic and comprehensive look with regards to its determining factors. Among the various views regarding the job involvement, the most realistic view, considers this concept a function of organizational environment and personality (Elankumaran, 2004).

On the other hand, high level of job involvement is a desirable inherent characteristic of employees.

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According to Kanungo (1982), job involvement refers to the degree of psychological identification of the person with his job. In fact, those employees with high degrees of job involvement apparently are satisfied with their jobs and show a positive spirit in their work and express high levels of commitment toward the organization and their colleagues (Cohen, 1995). Individuals with high degree of job involvement rarely think of leaving their jobs and it is expected that they will create a predictable future for their organization (Brown, 1996). It is possible that employees will get involved with their job in their workplace in reaction to certain characteristics of the workplace or the conditions of the job. Also, some other employees may possess a set of requirements, values or traits which provides the required conditions for job involvement (Rabinowitz& Hall, 1977).

It worth noting, that some scholars have confirmed the relationship between the variables such as job role (Litinger, 1982), job challenge (Buchanan, 1974) and leadership behavior (Mirhashemi, 2007) with the variable of job involvement.

Since the management of the stock and capitals of the firm in the power /electricity industry, performing any kind of activity in line with provision of electricity for economical and non-economical electricity for all the general, industrial, agricultural, commercial, home and other usages including investment, management and supervision for creation and operation of the installations and performing all the transactions related to electricity which are necessary for realization of the firm's goals through the affiliated companies or the activities which are, in case of necessity, approved by the general assembly of the company itself are among the duties of Tavanir Company, however; one of the important issues which hasn't been so far studied with regards to this company is the key factors affectingemployee's job involvement in this company and studying this issue in this company can contribute to a better performance and can improve the quality of the services of this company and its subsidiaries.Hence; considering the above mentioned on one hand and also the position of the author in this company and her full familiarity with the population under study, the main hypothesis of the present research is, what are the key factors affectingemployee's job involvement of the holding company of production, transmission and distribution of electricity management (Tavanir) and what is the prior-

itization of these factors?And for this purpose in the following a number of empirical studies conducted in this field will be discussed and in the next sections the research methodology, findings and conclusion will be presented.

Research background

Biron (2010), looks through the windows of ethical values to perceived organizational support and expresses that the perceived organizational ethical value is related to deviation from the procedures and safety rules and regulations of the organization. An organization which considers safety and health as an ethical value, conveys this value to its employees as well which decreases the probability of them deviating from the safety standards.

Ronit Bogter - Adam Nir (2010), have conducted a research with the title of the importance of the organization's teachers perceived support on job satisfaction and have found that empowerment of the teacher is influential on the relationship between the organizational perceived support and job satisfaction and increases the explained variable of any type of job satisfaction by 30%. The empowerment of the teacher indicates that there are various relationships between internal and external satisfaction. The most important dimension of empowerment which predicts the internal satisfaction of the teacher is personal qualifications which are a mental variable and the most powerful dimension of empowerment which predicts external job satisfaction includes the position of the person and respect which is a sociological variable.

Choand Johanson (2008) in their research have concluded that there is a significant relationship between organizational communications, organizational support and the superior support with employees' organizational citizenship behavior.

Duff (2007) has conducted a research with the topic of the relationship between personality factors and organizational citizenship behavior on 454 university employees and has found that personality factors has an effect on organizational citizenship behavior level and organizational environment and organizational environment have an effect on organizational citizenship behavior and also personality factors and organizational factors can be considered as the predicting factors of organizational environment.

Zabihi and Nabizadeh (2011) in their study en-

titled" to study the effect of five personality traits on job involvement (case study: employees working in Mashhad, Khorasan Regional Electricity Company" and have found that open, extrovert, friendly and serious personalities have a positive effect on job involvement and neutral personality has a negative effect on job involvement.

Kalantari *et al.* (2011) in their research with the title of "Presentation of a model for improving the job involvement degree of managers of the units of Islamic Azad University based on cognitive styles, locus of control and leadership models" have found that based in the leadership models, cognitive styles and locus of control a model can be presented for prediction and improvement of the job involvement level. The results of the path analysis also indicate to a direct and indirect relationship of the mentioned variables with job involvement.

Yasemi Najad *et al.* (2011) in their research with the topic of " the relationship between spiritual health and job involvement among the members of academic boards" have found that in general there is a positive and significant correlation between the dimensions of spiritual health with job involvement. The results of regression analysis indicate that that 0.36% of the job involvement variance can be explainedby the predicting variables of religious health and existential health.

Methodology

The current research is an applied research from aim point of view and is a descriptive research and survey type from data collection method point of view.

Research sample and population

The population of the present research includes all the managers, deputies and employees of the holding company of production, transmission and distribution of electricity management (Tavanir) which are a total number of 540 individuals. The required number of sample in this research has been calculated with the use of Cockron's formula and at the error level of 5% that has been determined equal to 224 individuals in this stage as the required number of sample and for insurance of the acceptable return of questionnaire for analysis, 250 questionnaires have been distributed among the research sample and finally with disregarding the incomplete questionnaires, a number of 224 questionnaires were prepared for analysis and were analyzed.

Data collection tool

In the present study, the data collection tool is questionnaire. In the present research, an author-made questionnaire has been used for studying the research variables which is adopted from the article of Chun-Hao Cheng (2011) which has four sub-questionnaire named 1- perceived organizational support, 2- personality traits, 3- personal interaction networks and 4- job involvement and the content validity of these questionnaires has been confirmed by the experts and professors in this field and their reliability has been also tested with the use of Cronbach's alpha test and the value of which is equal to 0.85, 0.77, 0.78 and 0.85, respectively which indicate to a proper reliability of these questionnaires.

Results

The obtained results from the data gathered from the research questionnaires indicate that the sample includes of 52.2% men and 47.8% women. Also 10.3% of these individuals have 1 to 5 years of service, 22.3% have 6 to 10 years of service, 17.0% have 11 to 15 years of service, 19.6% have 16 to 20 years of service and 30.8% have more than 20 years of service.

The average of the variables of perceived organizational support, personality trait, personal interaction network and job involvement is 3,3.50, 3.45 and 2.95, respectively. And the standard deviation of these variables is 0.59, 0.59, 1.04 and 0.91, respectively.

For testing the relationship between the research variables, two-variable regression test has been used, the result of which has been presented in table 1.

The obtained results from the two-variable linear regression test indicate that personality traits, perceived organizational support and personal interaction network have a significant effect ($p < 0.05$) on job involvement of the employees' of the holding company of production, transmission and distribution of electricity management (Tavanir) and also perceived organizational support and personal interaction network has a significant effect ($p < 0.05$) on personality traits and personal interaction network has a significant effect ($p < 0.05$) on perceived organizational support of employees' of the holding company of production, transmission and distribution of electricity management (Tavanir). For prioritizing the key factors affectingemployees' job involvement, the Friedman's test has been used and

the results indicate that from the point of view of managers, deputies the key factors affectingthe employee's job involvement in the holding company of production, transmission and distribution of electricity management (Tavanir)have an equal priority, however; among the employees there is a significant difference between the influential factors on job involvement in the research sample under study and considering the average of the obtained ranks, the variable of personality traits have the first rank of importance (average rank = 2.32) from the point of view of influencing on job involvement and personal interaction network (average rank = 1.86) and perceived organizational support (average rank=1.82) also have allocated the 2nd and 3rd priority of importance ($p<0.05$) to themselves.

Table 1.The result of the effect degree between the research variables.

Variable	R2 adj.	Beta	F	P
Personality traits on job involvement	0.98	0.97	3350.389	0.00
Perceived organizational support on job involvement	0.98	0.96	210.493	0.00
Personal interaction networks on personality traits	0.95	0.96	2885.836	0.00
Perceived organizational support on personality traits	0.98	0.96	2586.754	0.00
Personal interaction networks on personality traits	0.99	0.97	4087.815	0.00
Personal interaction networks on perceived organizational support	0.95	0.94	1729.759	0.00

Conclusion

One of the issues which have currently received attention in the area of research is job involvement. Job involvement based on the belief of Alpert (1943 cited by Brown, 1996) as an attitude is an important variable which contributes to increasing the organizational efficiency. As much as the job involvement of the employees of an organization is higher, as a function of it, its efficiency increases as well. For the purpose of increasing the level of job involvement we should have a realistic and comprehensive look toward the determining factors of it. Among the various existing view, the most realistic job involvement view/approach can be expressed in this way that job involvement is a function of organizational personality and environment (Elankumaran, 2004).

It worth noting that those employees with high level of job involvement experiences less stress and have higher job satisfaction (Babin& Boles, 1996). Job involvement majorly is defined as satisfaction from job, capability, sacrifice and attachment. Capability refers to the high level of energy and mental flexibility during working, inclination toward making effort in work and resistance in facing problems (Schaufeli *et al.*, 2002).

High level of job involvement indicates the experience of a significant feeling, passion and pride in work and being drowned in work and having pleasant feeling toward job.In this condition with the passage of time the person gets more attached to his job (Schaufeli *et al.*, 2008). Individuals with low level of job involvement, usually experience higher levels of burnout, neuroticism and extraversion. Job involvement is related to job resources including social support of colleagues and supervisors, performance feedback, leadership, job control, diversity of duties, opportunity of learning, growth and educational facilities. In addition to this, the employees with higher level of job involvement put more importance on their job (Hafer& Martin, 2006). In other words, job involvement includes the perception of employees of their workplace and their job and mixing their work and personal life. Low level of job involvement leads to alienation from job and organization, lack of goals or separation between life and work of the employees (Hirschfeld, 2006).

Considering the above mentioned, although the

importance and necessity of the employees' job involvement is clear to everyone, it can be claimed that studying the topic of the key factors affecting job involvement of the employees' of the holding company of production, transmission and distribution of electricity management (Tavanir) has so much of importance and the present research also has been conducted with the aim of assessing and prioritizing the key factors affecting job involvement of the employees' of the holding company of production, transmission and distribution of electricity management (Tavanir) and the obtained results indicate that personality traits, perceived organizational support and personal interaction network have a significant effect (p<0.05) on job involvement of the employees' of the holding company of production, transmission and distribution of electricity management (Tavanir) and also the perceived organizational support and the personal interaction network have a significant effect (p<0.05) on personality traits and personal interaction network has a significant effect (p<0.05) on the perceived organizational support of the employees' of the holding company of production, transmission and distribution of electricity management (Tavanir). From the point of view of the employees personality traits has the 1st rank of importance (average rank=2.32) from the point of view of influence on job involvement and personal interaction network (average rank=1.86) and the perceived organizational support (average rank=1.82) allocate the 2nd and 3rd ranks (p<0.05) to themselves, respectively and these results are consistent with the results obtained from the studies of Biron (2010), RonitBogter - Adam Nir(2010), Johnson (2008), Berin Duff (2007), Zabihi and Nabizadeh (2011), Kalantari *et al.* (2011) and Yasami Zejad *et al.* (2001).

Mosleshand Liter (1997, as cited in Schaufeli & Bakker, 2004) have used the concept of breakdown for description and measurement of job involvement. Breakdown is a metaphor which is used commonly in describing severe emotional distress or exhaustion mode. Moslesh considers breakdown to have three dimensions of exhaustion, cynicism (or lack of having personality) and feeling of inefficiency. Exhaustion, tiredness and severe distress are caused as a result of so much work, cynicism is having a cold and passive attitude toward work, in such a way that the person loses his interest in the work and day by day the work becomes more meaningless for him. In inefficiencystate the person feels that he doesn't have the required and necessary qualification for performing his job and cannot complete his duties correctly in the organization. From the point of view of Moslesh and Liter involvement has three dimensions of energy, involvement and efficiency and each of them respectively are the opposite of the three dimensions of breakdown i.e., exhaustion, cynicism and inefficiency (Schaufeli and Bakker, 2004).

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