The Relationship between Job Involvement, Job Satisfaction and Organizational Productivity  
(Education Organization of Sistan and Baluchestan)  

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ABSTRACT: There are several factors that effect on the organization so Job involvement and job satisfaction. Productivity Organization has a critical role on the business excellence and client satisfaction thus this study evaluates the relationship between Job involvement and job satisfaction with productivity organization in educational system of Sistan and Baluchestan province. We used descriptive- analysis with correlation approach. Population is 290 staff of education system. Sample is 165 staffs that selected by Morgan table. It used simple random sampling method. Descriptive statistics involved frequency tables and Kolmogorov- Smirnov, regression and correlation applied for analyzing data. Findings investigated that there is not a significant relationship between job involvement and job satisfaction. Also there is a significant relationship between job involvement and organizational productivity. Therefore we can say increasing productivity organization caused to increase in the job involvement.

Keywords: Job Involvement, Job Satisfaction, Organizational Efficiency

Statement of the Problem  
Generally, employees with high job involvement are people with goal oriented and employees with lower levels of job involvement are characterized by intense fear of failure. Some researchers believe that the authors, always define job involvement as

A) The person's concept of forming a psychological work related identity or considering work as an important factor in offering an overall picture of the self,

B) Internalization of the values relating to being a good work or its importance in terms of worth of the person, and

C) The amount of effectiveness of individual's work performance on self-esteem. (Mir Hashemi and Hanifi, 1390: 142).

The Relationship of this variable with organizational outcomes such as: Turnover, job satisfaction and productivity, caused that occur a lot of research on the antecedents and consequences. The relative importance of these two sets of personal variables and situational variables in the explaining the concept of job involvement, is formed many of the major axis. Regarding the determinants, 3 Category have been determined, personal characteristics, situational features and work efficiency (Aaraei, 1994).

Job satisfaction is defined as the extent of emotions and attitudes that People have about their jobs. Generally some believe job stress and job satisfaction are related, although these two are act separately. (Rahimi, 1388) for a long time Researchers have realized the close relationship between job satisfaction and behavioral performance of sales staff and organizations. The staff are very interested in the organization to keep satisfy the customers and vice versa (Trofino, 2000).

Job satisfaction and organizational commitment is based on related construction but distinctive. However in order to providing the basis for decisions of managers of human resources in the field of planning, recruitment and retention of staff and reductions of costs resulting from the organization's staff turnover, will examined jointly that this is especially important. Job satisfaction, is Born of factors such as workplace conditions, the ties ruling on workplace, social factors and the influence of cultural factors (Forouzanfar. Et al, 1389). Therefore, the aims of understanding the causal relationship of these three components are analyzed in this study.
The results of the studies show that job involvement and job satisfaction was effective on organizational efficiency and organizations constantly are considering increasing productivity, job satisfaction of their employees.

The low productivity of human resources will lead to failure. With respect to this, human resources is the key factor in the success of any organization, the impact of organizational culture on employee behavior and as a result their performance has been confirmed in many studies. (Norouzi, 1383) Since the most important factor or main lever to reduce or increase the efficiency of the organization, is human resources. So one of the things that will involve managers of the leading organizations in the coming decades, is efforts to increase the productivity of employees (Ansari Renani and Sabzi Ali Abadi, 1388: 49). On the other hand, it is one of the most important ways to improve the efficiency of social, economic development. Improvement of productivity can be sought by modifying and improving processes, modifying and improving of working relationships, modifying of individual and group behaviors. Increasing of motivation, enhance the quality of life, increase the level of welfare, increase employment, increase the salary level (due to the improvement of production and profitability of the organization). When countries over the world, including undeveloped, developing or developed economic are damaging with problems such as inflation, recession or economic stagnation, will realize the importance of improving efficiency. (Ansari Renani and Sabzi Ali Abadi, 1388: 49 and 50).

With respect to what was said, this study answers the question of what is the relationship between job involvement with job satisfaction and organizational efficiency.

Research Questions
Main Question
Does job involvement have a meaningful relationship with job satisfaction and organizational efficiency?

Sub Questions
Is there a significant relationship between conflict and job satisfaction?
Does job involvement have a meaningful relationship with organizational efficiency?

Importance of the Study
The need to investigate this issue is in that in each organization job involvement as an attitude is an important variable for a job as an attitude which help to the rise of effectiveness (as a component of organizational efficiency) will help. The higher the level of involvement of employees of an organization, its effectiveness will increase. Therefore to increase the level of job involvement, it should be have determining realistic and comprehensive view (Mirhashemi & et al., 1387: 18) and to estimate and determine the terms of its agreement with organization. On the other hand, job satisfaction is also one of the most important factors in the success of each individual and increase the efficiency and well-being of people. Job satisfaction is a precondition for the participation and cooperation of individual and organization, and causes to the increasing of productivity and job satisfaction, (Bazvand et al., 1392: 127) investigating this factor is also important.

Background of the Study
Research done by Rahimi (1388) entitled "Factors of occupational stress and its relationship with job satisfaction in physical education staff of Fars province" and with the goal of investigating occupational stress and its relationship with job satisfaction, physical education staff of Fars province. The sample included 111 people. Revenue as a stressful factor both in frequency and intensity had the highest scores. Results showed that there is a strong correlation between job satisfaction and stress factors. Job satisfaction and repeat of the event and no support had significant difference (P 0.5). Especially repeat of the event has more effect on job satisfaction than lack of support from organization. The overall result showed job stress and job stress factors with job satisfaction among the staff association of physical education of Fars province. Research done by Mohammad Khani (1386) entitled "Factors related to job stress and job satisfaction in a group of psychologists in welfare organization" and with the aim of investigating the sources of job stress in a group of psychologists working in the well-being and relationships these factors and the level of satisfaction with their job was done. The study sample consisted of psychologists working in social welfare organizations (n = 206) was 77 people (30%) of them were selected by simple random sampling. Data of study were collected by Job Descriptive Index (JDI), a questionnaire job knowledge and skill, and attitude to the Czech list job. results showed that the role of conflict and role of ambiguity that themselves were affected by the lack of adequate knowledge and skills, the most important was job-related pressures on staff and internal locus of control, in particular the role of moderator in this field. Research by Houshmand Hamadani (1379) entitled "Organizational Culture and its impact on employee productivity" and with the aim of investigating the role of organizational culture on employee productivity was done. The author of the study stated that they will ensure the success of their corporate culture and this is leading to employee productivity. He defines the organizational efficiency of output
and productivity guarantees that if efficiency is knows as intellectual insight, in that case it is proposed as a value and culture in a complex of organizational values and its improvements is much effective in development of economy, reducing the inflation and increasing the welfare degree.

METHOD OF RESEARCH

In this study, cross-survey correlation approach is used. Range of region of this study is Zahedan and subjects of the survey is all the employees in Education organization of that province.

Statistical population of present study consists of all employees in the education of Sistan & Baluchestan province in 1393 which the number was 290.

In order to determine the method of determining the sample size and sample we used krijece & Morgan (1976). Due to the size of the population sample size (as Morgan) for this study is 165 people.

The random sampling method is simple randomly.

In this study, data collecting instrument is questionnaires. Abovementioned questionnaires are of top 5 Likert-type attitudes with the spectrum of "very high, high, medium, low and very low". This standard questionnaire was translated from English to Persian. The questionnaires include:

Working conflict questionnaire: the questionnaire is an international standard questionnaire prepared by David Magynson and David Klaterbak and has been translated into Persian (Moqimi, 1390).

Job Satisfaction Questionnaire: This questionnaire is a foreign standard questionnaire prepared by Susan Linz and has been translated into Persian (Moqimi, 1390).

Questionnaire Likert-type attitude questionnaire on the range 5 each with the option of "very high, high, medium, low and very low" and is 20 items.

Organizational efficiency questionnaire: the questionnaire is of Likert-type attitude questionnaire with the range 5 each, option of "very high, high, medium, low and very low" and is 41 items.

The reliability of the questionnaire was gathered by Ali Jahed (1385) by using Cronbach's Alpha Software spss 0.87 is obtained.

Considering to the questionnaires which are standard, so they are valid and reliable, as well as to determine the validity of questionnaire, experiences of the relevant authorities and supervisors have been used.

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To calculate the validity of the sample questionnaire distributed 30 copies of SPSS statistical analysis software reliability, which obtained Cronbach's alpha for the questionnaire to 0.746 job involvement, job satisfaction 0.829 and productivity was equal to 0.865. Given that a significant amount of high-derived alpha, so this questionnaire can be run and trusts.

In this study, for statistical analysis we used descriptive and inferential data, in a way that in descriptive statistics we used frequency tables, percentages, graphs, average, fashion and facade as well as dispersion measures such as standard deviation, variance and analytical tests according to the test data such as Pearson's correlation coefficient was used.

Analyzing Data

Table 1 provides general information of statistical variables, including measures of central tendency, measures of dispersion trends.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Central coefficients tendency</th>
<th>dispersion coefficients tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mode</td>
<td>Median</td>
</tr>
<tr>
<td>Job involvement</td>
<td>3.6</td>
<td>3.4</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>3.62</td>
<td>3.69</td>
</tr>
<tr>
<td>Organizational efficiency</td>
<td>3.51</td>
<td>3.68</td>
</tr>
</tbody>
</table>

Research question: Does job involvement jabe relationship with job satisfaction and organizational efficiency?

To answer the above question test we used Pearson's correlation coefficient and regression step by step which results are shown in Table 2.

Table 2. shows the results of the Pearson correlation with job satisfaction, job involvement and organizational efficiency

<table>
<thead>
<tr>
<th>Variable</th>
<th>Job satisfaction</th>
<th>Organizational efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job involvement</td>
<td>-0.118</td>
<td>0.498</td>
</tr>
</tbody>
</table>

P<%1**
The results show that between organizational efficiency and job satisfaction ($r=0.498$, $P<%.1$) there is a significant positive correlation. (But Between job involvement and job satisfaction ($r=0.118$, $P<%.5$) There is no significant correlation. 

To predict job engagement on job satisfaction and organizational efficiency of we used multi-variable regression which results are shown in Table 6.

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Standard error</th>
<th>Beta</th>
<th>t</th>
<th>R</th>
<th>$R^2$</th>
<th>Meaningful degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>-0.036</td>
<td>0.06</td>
<td>-0.039</td>
<td>-0.601</td>
<td>-0.118</td>
<td>0.059</td>
<td>0.549</td>
</tr>
<tr>
<td>Organizational efficiency</td>
<td>0.899</td>
<td>0.06</td>
<td>0.957</td>
<td>14.92</td>
<td>0.498</td>
<td>0.249</td>
<td>0.0005</td>
</tr>
</tbody>
</table>

Results of Table 3 shows that the organizational efficiency could determine variance by 4.9 for job involvement and had significant positive correlation ($P<%.1$, $0.957 = b$) with job involvement and predictive for it, while there was no significant relationship between job satisfaction and job involvement and it was not meaningful predictor for it.

**DISCUSSION**

With regard to the first question "What is the relationship between job satisfaction and job involvement and organizational efficiency?" The results show that the relationship between job involvement and organizational efficiency is significant. But the relationship between job involvement and job satisfaction is not significant. The results of this study with the results of Rahimi entitled "Factors of occupational stress and its relationship with job satisfaction in physical education staff of Fars province" showed that there is a strong correlation between job satisfaction and stress factors.

In relation to the first sub-question survey that "what is the connection between job involvement and job satisfaction there?" Results showed that are not significant relationship between the two variable of job involvement and job satisfaction that is the more job satisfaction there is, job involvement is less. This study with Muhammad Khani research under the title of "investigating the factors of psychological pressure related to job and job satisfaction in a group of welfare organization" showed that role conflict and role ambiguity that employees were affected by the lack of adequate knowledge and skills, the most important job-related pressures on staff and internal locus of control, specifically the role of moderating play in this field.

With regard to the second sub-question is "What is the relationship between job involvement and organizational efficiency there?" The results show that the conflict between two variables of job involvement and organizational efficiency there is meaningful relationship. So what can be said is organizational conflicts would-be job more. The results of this study with the results of smart Hamadani as "organizational culture and its impact on employee productivity," which showed significant relationship between organizational culture and employee productivity are similar.

**Suggestions**

For this study, the following suggestions are offered:

- The evaluation of each employee on how to perform work in the organization
- Providing job training for personnel working in the organization
- The training required by the job
- Increasing sense of interest in jobs among employees by improving their economic conditions and ... Safe and appropriate use of equipment for staff

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