



RELATIONSHIP BETWEEN ORGANIZATION VALUES AND JOB INVOLVEMENT IN SHIRAZ SHAHID FAGHIHI HOSPITAL EMPLOYEES

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ABSTRACT

Introduction: Due to a significant impact on job performance and effectiveness of the organization as an important incentive variable, job involvement has attracted the attention of managers. In order to increase job involvement, it is necessary to take a special look at determining in the organization. One of the most important factors confirmed to have a significant influence on the rang of job involvement is organizational values. This study aimed to determine

the relationship between organizational values and job involvement among the Shiraz Shahid Faghihi Hospital employees. **Methods:** the study is applicable regarding to purpose and a descriptive study in type. The statistical population was the employees of Shahid Faghihi Hospital including occupational groups of physicians, nurses, paraclinical and official affairs personnel. The sample size was determined to be 120 participants using sample size determination formula and stratified random sampling. For data collection, survey method and for measuring variables of the study two standard questionnaires were used. Data analysis was performed using descriptive and inferential statistical procedures including t-test, ANOVA and Pearson correlation which was conducted using SPSS version 19.

Results: This study showed that the status quo of organizational values and job involvement among the employees of Faghihi hospital is moderate with an average of about 3. The correlation coefficient between job involvement and organizational values is 0.48 which is statistically significant at 5% ($p < 0.001$). A positive and significant relationship was observed between the five features of organizational values (Moral and human growth values, Values of human relations & participation, Values of service quality and costumers, Extra-organizational social values, supportive-economic values) and job involvement ($p < 0.001$). The study also found that there is no significant difference between organizational values and job involvement of employees by gender and marital status ($p > 0.05$). **Conclusion:** according to the results of this study, a positive correlation was confirmed between organizational values and job involvement among the employees of Shiraz Shahid Faghihi Hospital. Job values can be effective in the formation and increasing job involvement in hospitals. Hence, it seems necessary that healthcare managers and hospital administrators in particular, should create and strengthen such values in line with boosting employee morale, sense of job dependency, improving motivation and increasing employees' efforts in order to increase productivity in their organization.

KEYWORDS: values, organizational values, job involvement, productivity.

INTRODUCTION

In today world, we witness that organizational and social changes are rapidly increasing. Therefore, it seems necessary that organizations create some changes for their survival in chaotic environments. Considerable success of organizations with the least equipments in recent decade in one hand and failure of organizations with the best material abilities on the other hand suggest the remarkable role of spiritual factors in their success among which organizational values are considered as an effective factor on organizational performance.^[1] Like other beliefs, organizational values have cognitive, emotional, and behavioral components that interact permanently with each other. One of important factors influencing on job involvement of individuals is organizational values.^[2] According to Alport, job involvement is an important variable as an attitude and it help effectiveness of the organization as well. The higher the level of job involvement of staff in an organization, the higher the effectiveness of the organization. In fact, staff with high job involvement experiences low stress and are more satisfied with their job. Job involvement is defined by job satisfaction, power, loyalty, and attachment.^[3] Job involvement refers to psychological

identification of individuals about their current job. Job involvement has a positive relationship with variables such as organizational commitment, organizational citizenship behavior, motivation, and performance and it has a negative relationship with absenteeism or job leaving. Of course, this concept has been less paid attention in service sectors specially hospitals.^[4] Job involvement is very important due to its effect on job performance. Therefore, it is an important motivational variable that has been paid attention by organizations.^[5] Hospital personnel, as one of the great groups for presenting health & treatment services, have to deal with more value problems and conflicts that place the individual against the organization. Such conflicts cause disappointment, fatigue, reduction of job satisfaction and increase of turnover among nurses.^[6] This issue has been observed in Shahid Faghihi hospital of Shiraz due to working amount and burden. Like other beliefs, organizational values have cognitive, emotional, and behavioral components that interact with each other permanently. Concerning that one of important factors influencing on job involvement of individuals is organizational values, the outcome explained in this research is job involvement that is measured via five components of organizational values but most researches have studied the relationship between job involvement, organizational values, and other factors. Concerning that amount of organizational values and job involvement of staff in Shahid Faghihi hospital of Shiraz is not clear, the researcher tries to measure the relation between these two variables and helps managers increase organizational values and job involvement of their staff.

Method: this is an analytic-sectional research. The statistical population is the staff of Shahid Faghihi hospital of Shiraz. Probable stratified sampling was used and 120 persons (60 males and 60 females) were chosen randomly. In order to determine the amount of sample, following formula (this formula was derived from the book “sampling and determination of sample amount” of Dr. Ali Chehri) was used concerning the goals and the type (correlative) of the study.

$$n = \left[\frac{Z_{\alpha} + Z_{\beta}}{c} \right]^2 + 3$$

In this relation, each parameter is defined as follows.

n= number of all required samples

r= the least correlation coefficient

c=0.5+Ln[(1+r)/(1-r)]

That based on previous results, $r = 0.3$, $\alpha = 5\%$ and $\beta = 10\%$. Let the amount of sample is

$$\alpha = 0.05 \rightarrow z_{1-\alpha/2} = 1.96$$

$$\beta = 0.1 \rightarrow z_{\beta} = 1.28$$

$$r = 0.3$$

$$c = 0.5 \times \ln \left[\frac{1+0.3}{1-0.3} \right] \cong 0.3$$

$$n = \left[\frac{1.96 + 1.28}{0.3} \right]^2 + 3 = 113 \cong 120$$

On this basis, number of samples chosen in this research is 120 individuals. In order to gather information, the questionnaire of job involvement and organizational values was applied. In order to measure job involvement, a ten item questionnaire was used based on Likert 7 point scale (from completely disagreed to completely agreed) and its validity and reliability were measured previously by Mirhashemi (2007). In order to measure organizational values, a 52 item questionnaire was used based on Likert 5 point scale (from very low to very high). Its validity was studied and confirmed by Golparvar et al (2009). Data was analyzed by SPSS, descriptive and analytic statistics (Pearson correlation coefficient, T test, variance analysis and regression).

RESULTS

60 males and 60 females participated in the study. 25 persons (20.9%) had diploma, 71 persons had associate and bachelor degrees (59.1%), 24 individuals had M.S and PhD (20%). As seen in table 1, most individuals under study had associate and bachelor degrees. 44 individuals (36.6%) were employed by treaty, 9 persons (7.6%) were employed by contract and 67 individuals were official (55.8%). As seen in following table, most individuals were official. 24 individuals were single (20%) and 98 individuals were married (80%) and as seen in table 1, most individuals were married. There is significant difference between the age of men and women and mean age of men is older than women. Also mean age of official personnel is older than other personnel. Independent T test was used to compare mean work experience of the samples and variance analysis was applied to compare mean work experience of individuals based on type of employment. There is a significant difference between men and women's work experience and mean work experience of men was higher than women. Also, work experience of official personnel was higher than that of other personnel. Mean and standard deviation of job involvement is 33.3 ± 9 and the probability

amount was obtained by independent T test and variance analysis. The score of job involvement ranges from 10 to 70. Mean job involvement was lower in individuals with M.S and PhD degrees than other individuals. Results indicate that this difference is statistically significant ($p= 0.04$) and individuals with higher degrees (M.S and PhD degrees) have low job involvement. Mean job involvement is not significantly different between men and women. In other words, no relationship is found between job involvement and gender ($p= 0.057$). There is no significant difference between single and married individuals' mean job involvement so there is no relationship between job involvement and marital status ($p=0.07$). No significant difference was seen between types of employment of personnel and mean job involvement thus there is no relationship between job involvement and type of employment. ($p=0.34$)

Table 1: mean and standard deviation of job involvement score in terms of demographic variables.

Variables		Number	Standard deviation	Mean
Gender	Woman	60	11.37	32.86
	man	60	9.3	31.79
Education	Diploma	35	11.44	34.08
	Associate and B.S	74	9.59	33
	M.S and PhD	15	7.46	23.69
Marital status	Single	24	9.48	28.6
	Married	98	10.44	33.2
Type of employment	Contractual	45	11.54	32.11
		10	6	27
	Formal	65	9.92	33.19

There is a positive and significant relationship between job involvement and moral-human growth values of staff in Shahid Faghihi hospital of Shiraz. Pearson correlation coefficient was used to test the hypothesis. Correlation coefficient between job involvement and moral-human growth values is 0.45 and it is statistically significant in 5% level ($p\leq 0.001$). There is a positive and significant relationship between job involvement and values of human relations and participation in staff of Shahid Faghihi hospital of Shiraz. Correlation coefficient between job involvement and values of human relations and participation of staff is 0.26 and it is statistically significant in 5% level ($p= 0.001$). Therefore, although there is a relationship between job involvement and values of human relations and participation, this relationship is not strong compared to other components. There is a positive and significant relationship between values of service quality and customers and job involvement of staff in Shahid

Faghihi hospital of Shiraz. Pearson correlation coefficient was used to test this hypothesis. The correlation coefficient between job involvement and values of service quality and customer is 0.44 and it is statistically significant in 5% level ($p \leq 0.001$). Therefore, hypothesis 3 is accepted based on findings of table 4-15. These values are in the third place compared to other components. There is a positive and significant relationship between extra-organizational social values and job involvement of staff in Shahid Faghihi hospital of Shiraz. Pearson correlation coefficient was used to test this hypothesis. The correlation coefficient between job involvement and extra-organizational social values is 0.31 and it is statistically significant in 5% level ($p \leq 0.001$). There is a positive and significant relationship between supportive-economic values and job involvement of staff in Shahid Faghihi hospital of Shiraz. Pearson correlation coefficient was used to test this hypothesis. The correlation coefficient between job involvement and supportive-economic values is 0.53 and it is statistically significant in 5% level ($p < 0.001$). There is a significant difference between men and women's organizational values in staff of Shahid Faghihi hospital of Shiraz. Men working in Shahid Faghihi hospital of Shiraz have higher job involvement than women. There is no significant difference between men and women's mean job involvement. There is a positive and significant relationship between organizational values and job involvement of staff in Shahid Faghihi hospital of Shiraz. The correlation coefficient between job involvement and organizational values is 0.48 and it is statistically significant in 5% level ($p \leq 0.001$). concerning that job involvement questionnaire has been scored from 1 to 7 based on Likert 7 point scale, mean response to items is 3.2 indicating that job involvement of the staff in Shahid Faghihi hospital of Shiraz is less than mean suggesting low job involvement of the staff in Shahid Faghihi hospital of Shiraz. Concerning that questionnaire of organizational values has been scored from 1 to 5 based on Likert five point scale , the mean response to items is 3.1 showing organizational values of staff in Shahid Faghihi hospital in Shiraz were average and it suggests mean organizational values of staff in Shahid Faghihi hospital of Shiraz.

In order to determine which components of organizational values are more effective on job involvement, the regression method was used and results are shown in table 2.

Table 2: results of regression analysis of job involvement on components of organizational values.

Components	R	R ²	B	β	T	Significance level
Moral and human growth values	0.73	0.53	1.36	0.19	2.4	0.02
Values of human relations & participation			0.41	0.067	0.92	0.36
Values of service quality and costumers			0.65	0.16	1.7	0.04
Extra-organizational social values			0.43	0.062	0.90	0.37
Supportive-economic values			1.78	0.33	3.9	0.000

As seen in table 2, the amount of R² is 52% indicating that 53% of all components of organizational values can predict changes of job involvement and the remaining amount associates with other variables that is not considered in the research. Based on β coefficients, it is clear that the component No.5 (supportive-economic values) is the strongest predictor (0.33) for job involvement followed by moral and human growth value (0.19) and values of service quality and customers (0.16).

DISCUSSION

Results obtained from Pearson correlation coefficient test showed that there is a positive and significant relationship between organizational values and job involvement. The main hypothesis confirms that there is a positive and significant relationship between organizational values and job involvement of staff in Shahid Faghihi hospital of Shiraz. These results are in agreement with those of Fingan^[7], Kerishnan^[8] and Elancomaran.^[9] On this basis, it can be said that each individual enters the organization with his/her own beliefs and values and he/she enters his/her individual values into the organization. After transfer of different values into the work setting, these values will change into a new nature called organizational values and these are organizational values that determine job involvement and are considered as job feedback and help either increase or reduction of effectiveness in the organization. Evidences obtained from the research indicate that organizational values act as factors influencing on job involvement because organizational values are those that members of an organization adjust their behavior based on them and these values cause the formation of organizational culture that is one of the most powerful powers inside the organization. In fact, these are organizational values that form organizational culture and affect decision making, expectation, and work of staff. The stronger the culture, the staff is more involved in their job and the organization and its goals are more important for them. Therefore,

individual's job involvement increases and the results of this research confirm this positive relationship. Results obtained from Pearson correlation coefficient test confirm this hypothesis that there is a significant relationship between moral & human growth values and job involvement in staff of Shahid Faghihi hospital of Shiraz and the results are in agreement with those of Fingan^[7] and Kerishnan.^[8] Moral and human growth values mean honesty, assistance, and truthfulness. Evidences obtained from this research show that the higher such values in the organization, the higher attachments of individuals and staff thus job involvement are increased. Results obtained from Pearson correlation coefficient test confirm this hypothesis that there is a significant relationship & between participation & human relations values and job involvement in staff of Shahid Faghihi hospital of Shiraz and the results are in agreement with those of Fingan^[7] and Kerishnan.^[8] Participation & human relations values mean extension of work and cooperative relations between individuals of the organization. Evidences obtained from this research show that the higher such values in the organization, the higher the psychological attachments of individuals and staff thus job involvement is increased.

Results obtained from Pearson correlation coefficient test confirm this hypothesis that there is a significant relationship between values of service quality & customer and job involvement in staff of Shahid Faghihi hospital of Shiraz and the results are in agreement with those of Fingan^[7] and Kerishnan.^[8] Service quality & customer values mean high standard performance and paying attention to service quality and its adaptation with standards and satisfaction of customers. Evidences obtained from this research show that the higher such values in the organization, individuals and staff spend more times in their job thus job involvement is increased.

Results obtained from Pearson correlation coefficient test confirm this hypothesis that there is a significant relationship between extra-organizational social values and job involvement in staff of Shahid Faghihi hospital of Shiraz and the results are in agreement with those of Fingan^[7] and Kerishnan.^[8] Extra-organizational social values mean how valuable the relationship and participation with other organizations is. Evidences obtained from this research show that the higher such values in the organization, the higher attachments, accuracy, and interest of individuals and staff in their job thus job involvement are increased. Results obtained from Pearson correlation coefficient test confirm this hypothesis that there is a significant relationship between supportive-economic values and job involvement in staff of

Shahid Faghihi hospital of Shiraz and the results are in agreement with those of Fingan^[7] and Kerishnan.^[8] Supportive-economic values mean the aid of organization for solving personal and economical issues of individuals. Evidences obtained from this research show that the higher such values in the organization, the higher psychological attachments of individuals and staff thus job involvement are increased. Results obtained from regression showed that the most important components of organizational values in prediction of job involvement of staff of Shahid Faghihi hospital of Shiraz are supportive-economic values, moral & human growth values, values of service quality and costumers respectively and values of participation and human relations and extra-organizational social values were not significant in regression. In results of other researchers, the contribution of components of organizational values has not been measured in prediction of job involvement but concerning correlation coefficients obtained by Fingan^[7] (the highest coefficient associates with supportive-economic values), it can be concluded that this component is a stronger predictor than other components. Results of the research showed that there is no significant difference between men and women's organizational values. Individuals do not have similar personal values but individuals enter an organization with relatively similar personal values. Then their values integrate with values of the work setting and they change into a new nature so called organizational values. As a result, as seen in the research, organizational values are not affected by gender thus no significant difference is available. Results of the research indicated that there is no significant difference between men and women's job involvement. Above results do not confirm this hypothesis that job involvement of men is higher than that of women in staff of Shahid Faghihi hospital of Shiraz. This result is not in agreement with that of Mirhasehmi^[10], Marshal et al^[11], and Kong^[12] because they believe that job involvement of men is higher than that of women and results of the research indicate that organizational values of men and women are not significantly different and they are effective on job involvement thus no significant difference has been seen between men and women's job involvement.

CONCLUSION

Results of the research indicated that there is a positively significant relationship between organizational values and job involvement in staff of Shahid Faghihi hospital of Shiraz. Also a positively significant relationship has been seen between components of organizational values and job involvement. Therefore, concerning effect of organizational values on job involvement and importance of job involvement in efficiency and effectiveness of

organization, it can be concluded that organizational values should be paid special attention to promote job involvement of managers and experts of Shahid Faghihi hospital of Shiraz. Therefore, the organization can benefit from essential efficiency and productivity and resource losses will be prevented if managers and experts are informed about these important components and apply them correctly and purposefully in the organization.

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