

## **SURVEYING THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT WITH JOB INVOLVEMENT AT ISLAMIC AZAD UNIVERSITY**

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### **Abstract**

This study has done to examining the relationship between Human Resource management and job involvement. The population was faculty and employees of Islamic Azad University Parsabad Branch. We have used Cochran model it was 100 people. We have selected respondents according to sampling method. To gathering of data, we used questionnaire. The questionnaire rated using a 5-point Likert scale. The reliability of this questionnaire has been measured to be a Cronbach's Alpha. And to show the Test distribution we used One-Sample Kolmogorov-Smirnov Test. Descriptive statistics i.e. frequencies, valid percent, the means, and standard deviations were used to describe data. Pearson and Spearman Correlation test was also applied to determine whether or not relationships between Human Resource management as independent variables and job involvement as dependent variable. Findings show that there is significantly positive relationship between Human Resource management dimensions (job motivation, communications, staff development, shared leadership, appreciation and support) and job involvement at Islamic Azad University in Parsabad Branch.

**Keywords:** *Job Motivation, Communications, Staff Development, Shared Leadership, Appreciation And Support, Job Involvement, Human Resource Management*

### **INTRODUCTION**

In the current global work environment, most companies focus on lowering employee turnover and retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge (Rahimi & Vazifeh Damirchi, Seyyedi, 2012: 265).

Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives (Johnason, 2009). HR is primarily concerned with how people are managed within organizations, focusing on policies and systems (Collings & Wood, 2009). HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems) (Paauwe & Boon, 2009). HR is also concerned with

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industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws (Klerck, 2009).

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion (Ulrich, 1996).

In startup companies, HR's duties may be performed by trained professionals. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

Several universities offer programs of study pertaining to HR and related fields. The School of Industrial and Labor Relations at Cornell University was the world's first school for college-level study in HR<sup>2</sup>. It continues to offer education at the undergraduate, graduate, and professional levels; and it operates a joint degree program with the Samuel Curtis Johnson Graduate School of Management. Other universities with entire colleges dedicated to the study of HR include Michigan State University, University of Minnesota, University of Illinois at Urbana-Champaign, and Renmin University of China. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management.

Job involvement has been defined as an individual's psychological identification or commitment to his / her job (Kanungo, 1982a). It is the degree to 'which one I cognitively preoccupied with, engaged in, and concerned with one's present job (Paullay et al., 1994, p. 224). Job involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 1965).

First Lodahl and Kejner (1965) presented the phenomenon of job involvement by discussing various data about the impact of job design elements on job involvement. Job involvement is important element that has significant impact on individual employee and organizational outcomes (Lawler, 1986). Li and Long (1999) define job involvement as degree to which one show emotional or mental identification with his job. Job involvement can be elaborated that it is engagement regarding the internalization of values about the righteousness of work or the significance of work in the value of the individual (Lodahl & Kejner, 1965). This shows that researchers are working on this long ago and many organizations have applied the research findings.

Most of the researchers are agreed on this fact that job involvement is different construct from other associated constructs which includes organizational commitment, job satisfaction and intrinsic motivation (Shore, Thornton & Shore, 1990).

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<sup>2</sup> "About Cornell ILR". Cornell University School of Industrial and Labor Relations. Retrieved 23 August 2009

Reitz and Jewell (1979) said that job involvement is linked to importance of work in individual's routine or daily life. This means if one gives importance to his work certainly he is loyal to his work as well as to the organization. This will also affect the performance of individual. In addition, Gurin, Veroff, and Feld (1960) also sighted involvement as the extent to which performance have an effect on one's self-esteem. Vroom (1962) Job factors can influence the involvement level of individual in his job. Lawler and Hall (1970) in this regard proposed that most practical sight of job involvement might be role of job and individual relationship. Both individual's own personality and variables influenced by different situations can change the level of job involvement (Rabinowitz & Hall, 1977). Surveying the relationship between Human Resource management with job involvement at Islamic Azad University Parsabad Branch

**METHODOLOGY**

This study has done to examining the relationship between Human Resource management and job involvement. The population was faculty and employees of Islamic Azad University Parsabad Branch. We have used Cochran model it was 100 people. We have selected respondents according to sampling method. To gathering of data, we used questionnaire. The questionnaire rated using a 5-point Likert scale. The reliability of this questionnaire has been measured to be a Cronbach's Alpha (See table1).

Variable	Cronbach's Alpha	No. of Items
Human Resource Management	0.82	13
Job Involvement	0.88	20

And to show the Test distribution we used One-Sample Kolmogorov-Smirnov Test. Findings show that Test distribution is not Normal. Table 2 shoes the results.

Table 2: Kolmogorov-Smirnov Test results

<b>One-Sample Kolmogorov-Smirnov Test</b>							
	HRM	Motivation	Communications	Staff development	Shared leadership	Appreciation and support	Job Involvement
N	100	100	100	100	100	100	100
Kolmogorov-Smirnov Z	1.193	1.439	1.995	1.761	2.289	1.569	.989
Asymp. Sig. (2-tailed)	.116	.032	.001	.004	.000	.015	.282

Descriptive statistics i.e. frequencies, valid percent, the means, and standard deviations were used to describe data. Pearson and Spearman Correlation test was also applied to determine whether or not relationships between Human Resource management as independent variables and job involvement as dependent variable. The data were analyzed using the statistical package for Social Science (SPSS -16).

**RESULTS**

In this paper have one main and four secondary hypotheses. The statistical way of analysis of hypotheses is two ways, H<sub>1</sub> is acceptance of hypothesis and H<sub>0</sub> is rejecting of hypothesis. In other words, it means that H<sub>1</sub> has positive meaning and H<sub>0</sub> has negative meaning.

1. There is significantly positive relationship between Human Resource management and job involvement

- a. There is significantly positive relationship between Motivation and job involvement
- b. There is significantly positive relationship between Communications job involvement
- c. There is significantly positive relationship between Staff development job involvement
- d. There is significantly positive relationship between Shared leadership job involvement
- e. There is significantly positive relationship between Appreciation and support and job involvement

**Main hypothesis:**

H<sub>1</sub>: There is significantly positive relationship between Human Resource management and job involvement

H<sub>0</sub>: There is not significantly positive relationship between human resource management and job involvement

Table 3: Correlation between Human Resource management and job involvement

Correlations			
		HRM	Job Involvement
Staff Management	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.000
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

The results show that human resource management significantly and highly related with job involvement. Strong positive correlation was found between this variable (r=0.397) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm H<sub>1</sub>, and say "There is significantly positive relationship between human resource management and job involvement at Islamic Azad University in Parsabad Branch".

**Sub-hypothesis 1:**

H<sub>1</sub>: There is significantly positive relationship between job Motivation and job involvement

H<sub>0</sub>: There is not significantly positive relationship between job Motivation and job involvement

Table 3: Correlation between job Motivation and job involvement

Correlations				
			Motivation	Job Involvement
Spearman's rho	Motivation	Correlation Coefficient	1.000	.361**
		Sig. (2-tailed)	.	.000
		N	100	100
	Job Involvement	Correlation Coefficient	.361**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results show that job Motivation significantly and highly related with job involvement. Strong positive correlation was found between this variable ( $r=0.361$ ) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm  $H_1$ , and say "There is significantly positive relationship between job Motivation and job involvement at Islamic Azad University in Parsabad Branch".

**Sub-hypothesis 2:**

$H_1$ : There is significantly positive relationship between Communications and job involvement

$H_0$ : There is not significantly positive relationship between Communications and job involvement

Table 3: Correlation between Communications and job involvement

**Correlations**

			Communicat ions	Job Involvement
Spearman's rho	Communication	Correlation	1.000	.352**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	100	100
Job Involvement	Communication	Correlation	.352**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results show that Communications significantly and highly related with job involvement. Strong positive correlation was found between this variable ( $r=0.352$ ) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm  $H_1$ , and say "There is significantly positive relationship between Communications and job involvement at Islamic Azad University in Parsabad Branch".

**Sub-hypothesis 3:**

$H_1$ : There is significantly positive relationship between Staff development and job involvement

$H_0$ : There is not significantly positive relationship between Staff development and job involvement

Table 3: Correlation between Staff development and job involvement

**Correlations**

			Staff development	Job Involvement
Spearman's rho	Staff development	Correlation	1.000	.291**
		Coefficient		
		Sig. (2-tailed)	.	.003
		N	100	100
Job Involvement	Staff development	Correlation	.291**	1.000
		Coefficient		

	Sig. (2-tailed)	.003	.
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results show that Staff development significantly and highly related with job involvement. Strong positive correlation was found between this variable ( $r=0.291$ ) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm  $H_1$ , and say "There is significantly positive relationship between Staff development and job involvement at Islamic Azad University in Parsabad Branch".

**Sub-hypothesis 4:**

$H_1$ : There is significantly positive relationship between Shared leadership and job involvement

$H_0$ : There is not significantly positive relationship between Shared leadership and job involvement

Table 3: Correlation between Shared leadership and job involvement

			Shared leadership	Job Involvement
Spearman's rho	Shared leadership	Correlation	1.000	.291**
		Coefficient		
		Sig. (2-tailed)	.	.003
		N	100	100
Job Involvement		Correlation	.291**	1.000
		Coefficient		
		Sig. (2-tailed)	.003	.
		N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results show that Shared leadership significantly and highly related with job involvement. Strong positive correlation was found between this variable ( $r=0.291$ ) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm  $H_1$ , and say "There is significantly positive relationship between Shared leadership and job involvement at Islamic Azad University in Parsabad Branch".

**Sub-hypothesis 5:**

$H_1$ : There is significantly positive relationship between Appreciation and support and job involvement

$H_0$ : There is not significantly positive relationship between Appreciation and support and job involvement

Table 3: Correlation between Appreciation and support and job involvement

			Appreciation and support	Job Involvement
Spearman's rho	Appreciation and support	Correlation	1.000	.428**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	100	100

Job Involvement	Correlation Coefficient	.428**	1.000
	Sig. (2-tailed)	.000	.
	N	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results show that Appreciation and support significantly and highly related with job involvement. Strong positive correlation was found between this variable ( $r=0.428$ ) and Correlation is significant at the 0.01 level (2-tailed). So, we can confirm  $H_1$ , and say "There is significantly positive relationship between Appreciation and support and job involvement at Islamic Azad University in Parsabad Branch".

Findings show that there is significantly positive relationship between Human Resource management dimensions (O job motivation, communications, staff development, shared leadership, appreciation and support) and job involvement at Islamic Azad University in Parsabad Branch.

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