



Investigating the Effect of Job Characteristics on Job Involvement and Job Performance

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Abstract: *This research investigates the effect of job characteristics on job involvement and job performance in masjed soleiman municipality staff. The research is applied in terms of its purpose and in terms of the method of collecting data is descriptive causal. The statistical population of the study consisted of all municipality employees of masjed soleiman. the sampling method in this research was random. Considering the limited community and morgan table, the sample size of 240 employees was considered. After distributing the 250 questionnaires were collected and analyzed. All analyzes performed using SPSS and smart PLS software. In this research to evaluate the motivational characteristics of a 5-item occupation, job diversification, job autonomy, job feedback, meaningfulness, and duty identity have been investigated. the results of the research showed that all five dimensions of job motivation have a significant effect on employee participation. also, the results showed that job involvement has a significant effect on the performance of the employees of the municipality of masjed soleiman. finally, research proposals and suggestions for future research are presented.*

Keywords: *Job characteristics, job involvement, Job Performance, Municipality of Masjed Soleiman*

INTRODUCTION

Today, human capital development in government sectors has become a serious agenda for governments. Through appropriate human resource development programs, it is hoped that government ministries can do their best and do better job performance because their knowledge and skills related to their jobs have increased. Hence, the government is struggling to create a group of excellent and dynamic workforce capable of meeting the expectations of management and customers in the public sector (Johari and Yahya, 2016). the study of the research literature shows that one of the main variables that influences the job performance of employees is job involvement. the employee participation in general is defined as the level of commitment and the level of employee participation to the organization and its values. When an employee is engaged in a task, he is aware of his responsibility for business goals and encourages his colleagues to achieve organizational success, and employees who contribute to their work are beyond their core roles. Appearing (Anisa, 2014). Research on the literature indicates that occupational characteristics effect work participation. According to these studies when the motivational features of the tasks are of a high level participation in the work of the staff increases (Ray et al., 2017). For the first time, (Hackman and Oldham, 1975) presented a model of job

motivational features that effect important psychological factors including (meaningfulness of occupation occupational accountability rate, and expected knowledge and expected knowledge) that these outcomes has a positive attitude (Ray et al., 2017). On the other hand, researchers believe that there are key dimensions in the jobs that increase employees motivation satisfaction and performance and can lead to significant psychological states in the staff which can have dramatic consequences for employees and organizations. According to chang & wu autonomy factors diversity and job feedback are considered as the main motivational features of an occupation that effects peoples' attitudes about their jobs (Chang & Wu, 2013) therefore it is important to give an indication of how the motivational characteristics of the job effect the participation in the work and ultimately improve the job performance of the employees of the organization. Job satisfaction through motivational characteristics encourages an employee to continue to perform the assigned task has a higher degree of participation in his or her job and ultimately lead to organizational efficiency high commitment improvement of skills and reduced drop outs and the necessity the factors effecting job performance should be investigated (Ali et al., 2014) considering that one of the largest funds of the municipality of masjed soleiman is experienced and committed manpower reform of human resources processes in particular in examining the progress made in the field of employee performance and ultimately achieving higher productivity is always a concern for the managers of this organization. According to the stated contents of this research this paper seeks to answer the following question: what will be the effect of job characteristics on the job performance of municipality employees of masjed soleiman with the presence of performance of the mediating role of participation in work?

Theoretical Foundations

Job characteristics

Researchers (Hackman & Oldham, 1975; Morgeson & Campion, 2003) argue that there are key dimensions in jobs that increase employees' motivation satisfaction and performance and can lead to significant psychological states in the staff which can have significant outcomes and outcomes for employees and organizations. Most of the research done for the job feature model has been considered to be highly valued. the motivational features of the job are defined as the degree to which a job requires different and different activities in the work and involves utilizing the skills and talents of the employees (Ali et al., 2014). Several studies have suggested that autonomy diversity and job feedback serve the core of occupational characteristics, which has a significant impact on the attitudes of individuals in an organization. (Hesse et al., 2012) suggest that the dimensions of the job motivational features include five main factors of job diversification job autonomy and job feedback.

Participation in the work

Contribution factor in work has first been proposed by (kan, 1990). participation in work is defined as a level of work related psychological identity and researchers point out that engagement in work is a psychological state that an enthusiastic person becomes involved in and cares about performing his or her job duties to some extent it is a matter of concern. Dickfoll and Scan (1990) state that people with a high degree of participation in work occupation and duty are at the center of attention in their lives. The well-known phrase "I am living, eating and breathing with my job" can describe a person who has a high degree of participation in work (Lambert et al., 2016) employee participation is a good tool to help any organization try to gain competitive advantage over others. Participation in work by employees is a key factor that can not be repeated or imitated by competitors. Participation in work can be considered one of the most important assets of the organization if properly managed and involved in the work of their employees (Anisa, 2014). According to the definition of the priest (1990) they contribute to the role of the work they have as "the influence of organizational members on their work roles in terms of physical, cognitive, and emotional

Job characteristics and participation in the work

Job characteristics theory presented by Heckman and Oldman (1975) suggests that job characteristics lead to a specific cognitive or psychological state and then depending on the level of significance the responsibilities and feedback provided the attitude and job related behavior including more employees' participation. If employees receive feedback based on their work objectives and level of performance and have more autonomy and self-sufficiency in their work activities in other words government employees if they understand their work meaningful and valuable participation they improve their work and ultimately lead to improved job performance.

Participation in work and job performance

The study of the research literature shows that one of the main variables that influences the job performance of employees is participation in work (Johari and Yahya,2016). workers who are heavily involved in their work will be more committed to achieving organizational goals. Similarly, (Hassan, 2014) has also confirmed that engagement in work improves the design of occupations especially in government sectors. In fact, government ministers are more involved in work when they feel that their work is important, they are required to use different skills in challenging tasks and participate in most of their work activities.

Research background

today research indicates that the main reason that increase the positive outcomes of a job such as job performance are more related to the motivational characteristics of the job which improves employee participation by improving job participation (Table 1) shows a number of studies.

Table 1: research background

1.Writer	2. issue	3. statistical society	4. methodology	5.results
1.Anisa j (2014)	Mid-level and operational staff,		4. structural equation modeling,	5. special focus and efforts to improve the working environment and communication factors of the team and colleagues have a significant impact on employee participation and as a result staff performance.
1.Choudhary, N et al (2017),	investigating conflict and ability to manage the feelings of leaders and understanding employees about job characteristics in employee job performance,	3. private universities or management and technical schools in northern india,	4. structural equation model,	5.the ability to manage emotional leadership has a positive and significant effect on employee performance. also the variable of job characteristics in this regard has a mediating role.
1.Rai, A (2017),	2.investigating the impact of job features on participation: does work support act as a moderator variable	3.public sector banks in india,	4.structural equation modeling,	5.employees who have a positive perception of organizational and supervisory support are more likely to have a positive perception of occupational characteristics and therefore have a greater willingness to participate in their careers.
1.Ali et al (2014),	2.investigating the effect of hackman and Oldham job characteristics model on job satisfaction and performance of employees,	3.mid – level Midwestern food managers,	4.structural equation model,	5.each of the five dimensions of the job feature model (job autonomy job feedback job diversification job identity and meaningfulness of the job) have a positive and significant effect on employee job satisfaction .
1.Johari, J., & Yahya, K. K. (2016),	2. study of job characteristics participation in work and job performance,	3. government employees,	4. structural equation,	5. importance and job feedback greatly affects job performance and has a mediating role with employee participation in this regard. also job diversity has a direct and significant impact on employee job performance.
1.Lawler, E. E., & Hall, D. T. (1970),	2.the relationship between job motivation and work participation and satisfaction and inner motivation,	3.scientists in research labs,	4.regression,	5.job participation has a significant relationship with job characteristics .participation was also positively related to employee performance appraisal
1.Kamal, N. S. M. (2013),	2.occupational features related to employee participation,	3.fast food staff in Malaysia,	4.multiple regression,	5.the dimensions of job characteristics including diversity identity meaningfulness autonomy and job feedback with employee participation rate have a significant and positive relationship.

conceptual model of research after reviewing the literature of research and internal and external records research on the effect of job characteristics on participation in work and practice in the municipality of masjed soleyman the conceptual model of research has been extracted as (Figure 1).

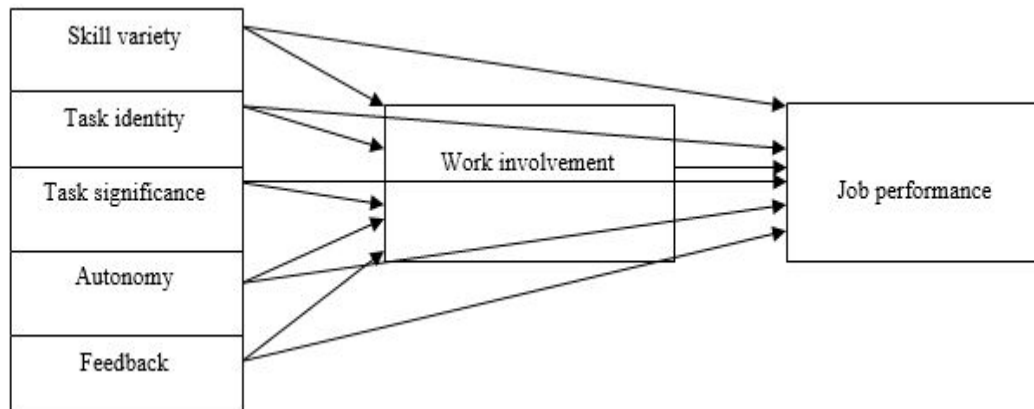


Figure 1: conceptual model of research

Research hypotheses

1. diversity of duty has a significant impact on participation in the work of municipality of masjed soleiman.
2. the identity of the duty has a significant effect on participation in work in the municipality of masjed soleiman
3. significantly the task has a significant effect on participation in the work of the employees of municipality of masjed soleiman
4. task autonomy has a significant impact on participation in the work of the municipality of masjed soleiman
5. job feedback has a significant impact on participation in the work of the municipality of masjed soleiman
6. participation in the work has a significant effect on the job performance of the employees of municipality of masjed soleiman

Methodology of Research

This research is applied in terms of purpose and in terms of data collection method is descriptive causal. the statistical population of the study consisted of all municipality employees of masjed soleiman. the sampling method in this research was random. Considering the limited community and morgan table the sample size of 240 employees was considered. after distributing the questionnaires 250 healthy questionnaires were collection tool was a questionnaire. all analyzes performed using SPSS Smart PLS software. in this research to evaluate the motivational characteristics of a 5-item occupation job diversification job autonomy job feedback meaningfulness and duty identity have been investigated. in this research the index of job performance from the viewpoint of the employees was measured by the kung questionnaire (2014) with 5-item. also job performance index is measured by supervisors with 40 questions. overall employees' performance variables are measured by 45 questions. the Hussey et al. (2012) questionnaire is used to measure the motivational characteristics of the job. the motivational features of the job include five main indicators of autonomy with 3 items a 4 item job diversity 3 item job feedback 3 item job identity and 3 item task significance. participation in the work according to the research of (Kowak and Park, 2018) is measured by 5 questions.

Research Findings

descriptive finding of the research descriptive features of librarians are described (Table 2).

Table 2: descriptive statistics of demographic variables

Demographic variable		abundance	frequency
Sex	man	177	70.8
	Female	73	29.2
Age	less than 30 years	45	18
	30-40	107	42.8
	41-50	60	24
	More than 50 years	38	15
level of education	diploma	92	36.8
	associate degree	80	32
	bachelor	61	24.4
	MA	17	6.8
Work experience	1-5	79	31.6
	6-10	67	26.8
	11-15	58	23.2
	16-20	19	7.6
	20 <	27	10.8

As it is known men with the highest percentage of 70.8 percent make up the largest number of respondents. in terms of age the largest group is between 30 and 40 years old with a frequency of 42.8% regarding the level of education the highest frequency is related to the diploma group with a frequency of 36.8% and the highest frequency is in the group of 1-5 years with a frequency of 31.6

Model of measurement

In PLS models two measuring models (external model) and a structural model (internal model) are tested the measurement model is firstly evaluated. estimates of validity and reliability measure the measurement models in terms of the criteria in the external models. when sufficient evidence is obtained that the measurement models are valid and reliable the structural model (internal model) can be evaluated. the results of the model are shown in (Table 3) in the form of cronbakh alpha coefficients (for all samples) and the combined reliability coefficient and the mean of the variance extracted.

Table 3: indices for assessing the reliability and validity of the measurement model

Hidden variables	cronbakh alpha	composite reliability coefficient	AVE	CV COM
1.Job performance	0.89	0.93	0.73	0.31
2.paticipation in the work	0.75	0.78	0.58	0.51
3.job performance	0.92	0.95	0.62	0.35

According to (Table 3) the cronbakh alpha values of the sample and the total sample of each variable are greater than 0.7 which indicates the reliability of the questionnaire. also due to the fact that PLS Smart software was used for analysis in this study the composite reliability (diloon –golschine) method was used to confirm the reliability of the completed questionnaires which is presented in the PLS route models. According to (Table 3) the composite reliability values of each variable have a value greater than 0.7 which indicates the reliability of the questionnaire. In this study the validity of the content and structure of the questionnaire was evaluated for measuring the validity of the measurement model. to evaluate the construct validity, the mean value of the variance was extracted and the fornel and larcker criteria were used. the AVE index in (Table 4) states that the average of the variance extracted for each dimension of the model is greater than 0.5 then the convergent validity of the model is verified. divergent validity was calculated using the fornel-larcker criterion. According to the criterion the AVE value for each structure is higher than the second power of the

structural equation with other structures in the model. therefore, the verbal validity of the model has been verified. in order to evaluate the quality of the measurement model the share index was used which indicates that the positive values of the subscriber index (Table 4) indicate that the model of the research is of desirable quality.

Internal Model

After testing the model, a structural model should be presented which indicates the relationship between the variables of the research. given that the validity of the data collection tool has been confirmed by structural validity relationships between this variable can be studied based on research hypotheses.

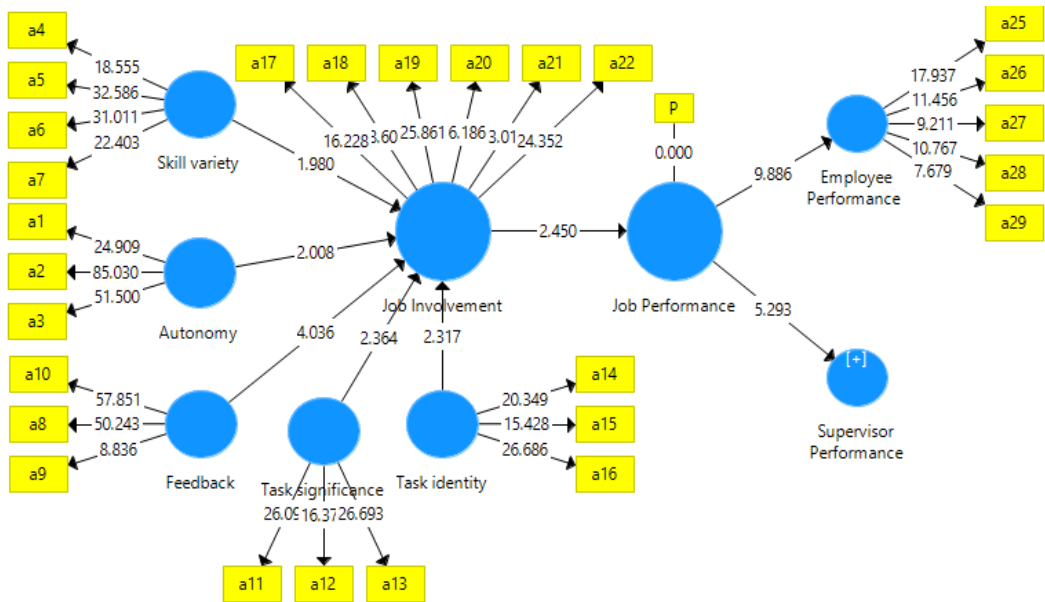


Figure 2: structural model of research in a meaningful state

In the case of meaningful path coefficients, the t-statistic should be calculated and the path coefficients should be significant. as shown in (Figure 2) all relationships whose values of are higher than 1.96 are statistically significant at 95% confidence level due to the significance of relationships the quality of relationships can be analyzed based on the implemented model. also Table 5 shows the values of the determination coefficient for assessing the variables. as it is known the amount for the variable of participation in work and job performance is at an acceptable level.

Table 4: coefficients for determining the research model

Variables	participation in the work	Job performance
Coefficient of determination (R ²)	0.73	0.12

In general, the tested model with respect to the value of if the significant number is greater than 1.96 it can be said that at the confidence level of 0.95% the effect of the variables is significant.

Table 5: structural model test results

Number	effects	research hypotheses	direct factor	statistics T	error level	condition
1	Direct	diversity of duty-participation in work	0.22	1.98	0.05	confirmation
2	Direct	identity of duty-participation in work	0.18	2.31	0.05	Confirmation
3	Direct	significance of duty-participation in work	0.23	2.36	0.05	Confirmation
4	Direct	duty autonomy –participation in work	0.18	2.01	0.05	Confirmation
5	Direct	job feedback –participation in work	0.22	4.03	0.05	Confirmation
6	Direct	participation in work-employee job performance	0.34	2.45	0.05	Confirmation

(Table 5) shows the significant results of research hypotheses .as the results of the research show for all the research hypotheses the value of the t-statistic is higher than 1.96 and is approved

Discussion and Conclusion

In this research, we investigated the effect of job characteristics on participation in work and performance in municipality of masjed soleiman. the results of the study showed that job diversity has a significant effect on participation in the work of municipality of masjed soleiman. In a recent study chaudhari et al. (2017) also pointed out the importance of indicators of job motivational characteristics in the study of work participation variables, which is consistent with the results of this hypothesis. Also Ali et al. (2014) have pointed to the importance of the index of diversity in examining the effect of hackman and Oldham job performance model on employee satisfaction and performance. Voye et al. (2017) also referred to the importance of the diversity indicator in improving work participation. However, in the research by Johari and Yahia (2016) the effect of the variability of task variability on participation in work has not been confirmed. Since diversity of duty is considered as an important factor in improving participation in the work of the municipality of masjed soleiman it is recommended that senior managers of the municipality provide the conditions that staff always have to deal with various occupational tasks. Also, the work environment should be designed so that employees are required to perform a wide variety of different tasks for their tasks. The results also showed that the identity of the task has a significant effect on the participation in the work of the employees of the municipality of masjed soleiman Chaudhry et al. (2017) also pointed out the importance of indicators of job motivational characteristics, which are consistent with the results of this hypothesis Voye et al. (2017) also referred to the importance of the identity of duty to improve work participation. Nevertheless, in the research of Johar and Yahya (2016) the impact of the variable of duty identity on participation in work is not confirmed which contradicts the results of this hypothesis in the masjed soleiman. since the identity of the duty as an important factor in improving the participation in the work of the municipality staff of the masjed soleiman is recommended to the senior management of the municipality to try to fulfill the tasks in such a way as to complete a duty from the start to the end so that the staff who have a higher identity in their duties are more likely to make the partnership process more visible. there is also a chance for employees to do something that they have initially started to complete. the results also showed that the significance of the task has a significant effect on participation in the work of the municipality of masjed soleiman Chaudhary et al. (2017) also highlighted the importance of job motivational attributes in assessing work participation variables Ali et al. (2014) has confirmed the significance index in examining the impact of Hackman and Oldham job performance model on role satisfaction. in Johari and Yahya research (2016) the effect of the meaningful variable on job participation has been confirmed which is consistent with the present study. since the meaningfulness of the duty is considered as an important factor in improving the participation in the work of the municipality staff of masjed soleiman it is recommended that senior managers of the municipality attempt to develop the tasks that the employees results have had a significant impact on their personal and work lives. Be tasks should be such that employees feel that the job they are working in is very important and their outcomes effect the lives of people outside the organization. The results also showed that job autonomy has a significant effect on participation in the work of the municipality of masjed soleiman. in a study by Chaudhry et al. (2017) the importance of indicators of the motivational characteristics of the job is mentioned. also Ali et al. (2014) have pointed to the importance of the self determination index in examining the impact of hackman and Oldham job performance model on employee satisfaction and performance. in the research of Johari and Yahya (2016) the effect of the autonomous variable on participation in the work has been confirmed. Since job autonomy is considered as an important factor in improving participation in the work of masjed soleiman it is recommended that senior managers of the municipality work to ensure that the work environment is such that the employees in the occupation are in a position to decide on implementation have

different designs. Employees should also have the discretion that they should and should not be able to decide on the tasks they have and the defined job tasks allow employees to be able to plan on implementing different programs. the results also showed that job feedback has a significant effect on participation in the work of the municipality staff in masjed soleiman. in a study by Chaudhry et al. (2017) the importance of indicators of the motivational characteristics of the job is mentioned. Voyer et al. (2017) also pointed out the importance of the indicator of job feedback for improving job participation. in Johar and Yahya (2016) the effect of feedback variable on participation in work as one of the most important variables has been confirmed which is very consistent with the results of this hypothesis. since job feedback is considered as an important factor in improving participation in the work of the municipality staff of the masjed soleiman it is recommended that senior executives of the municipality try to ensure that the work environment is such that the staffing of the job is transparent about their quantitative and qualitative effectiveness. to provide them with it. Tasks should also be such that job feedback is visible and measurable at the time of work and continuously provide information about the employees' job performance. the results also showed that participation in the work has a significant effect on the performance of municipality employees in masjed soleiman. among studies Anisa et al. (2014) also confirmed that special focus and efforts to improve the working environment and communication factors of the team and colleagues had a significant impact on employee participation and consequently employee performance which is consistent with the results of this hypothesis. the results of this hypothesis are also consistent with the research by Chudhry et al. (2017) in the research of Johari and Yahya (2016) among government employees the results of this hypothesis are confirmed which is in great agreement with the current research. since participation in the work is considered as an important factor in improving the performance of municipality employees in the masjed soleiman it is recommended that senior managers of the municipality strive to provide conditions in the workplace where the occupation of employees as their focus and one of the goals of life they are defined. the tasks should be such that employees have a lot of interest in doing so and have a strong bond with their jobs. Also tasks should be of great attraction so that employees are interested in spending most of their time in the workplace and to participate more in completing and performing their duties in order to improve their performance in the workplace. in the same study other limitations and constraints have been affected which can be summarized as follows. the impact of demographic variables can be studied on the research variables that have not been studied in this research. also the motivational features of the job and participation in the work have other positive job consequences. in this research only job performance has been investigated. variables have also influenced the performance of the staff of the organization which has not been mentioned in this research. some people may refuse to provide real responses and have an unrealistic response that has affected the research results. it is not possible to generalize the results of this research to other industries and other companies. it is suggested that future researches should examine the impact of demographic variables (age, gender, education, etc) on research variables. it is suggested this research be investigated in other organizations and its results be analyzed with the results of this study. it is suggested that the impact of other factors affecting employee performance such as organizational support occupational stress etc. should also be considered in future studies. it is suggested that in future research the impact of participation in work on job satisfaction and organizational commitment of employees should also be considered.

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