

Marketing Directors Cognition on The Effect of Job Involvement Aspects on Promoting The Organizational Culture of Internal Clients

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The paper aims at studying marketing director's recognition of job involvement as an independent variable through its dimensions: emotional involvement, behavioural involvement, and cognition involvement and organizational culture in its dimensions: organizational values, reliability, language, incentives system, and team work as an independent variable. For that, a descriptive methodology was used. The research formulated a number of main hypotheses as answers to the research problem. Correctness of such hypotheses was tested by suitable statistical tools. A purposeful sample consisting of 168 individuals of directors, technicians and administrators was tested. Analytical descriptive methodology was used for data depending on SPSS. The research aimed at achieving a number of practical goals, the most important of which was identifying the content of organizational culture and job involvement. The research concluded that involvement plays a role in organizational values, trust, language, incentive system, and team work amongst workers in the tourist organization studied. The paper recommends deepening of organizational culture and emphasis of practices of organizational culture and its dimensions in order to achieve success in completing its works. On the other hand, these organizations must pay more attention to morale of its workers and exert more effort to implement a modern concept like job involvement for workers which help them increase their organizational performance.

Key words: *Marketing Director, Emotional Involvement, Cognition,*

Introduction

Modern studies have shown that the human resource play an important and vital role at all organizational levels, starting from operational jobs at low administrative levels up to high strategic jobs. The real source of organizations distinction stems from their ability to benefit to the maximum degree of the human element energies and abilities and providing suitable work conditions that make such elements work optimally.

Section One: Research Methodology

Firs. Research Problem

Most organizations, including tourism organizations, suffer from absence of organizational culture and lack of attention, which creates outcomes that are below the required level. Therefore, marketing directors in tourism organizations, including the hotels studied here, must focus on organizational culture practices and aspects in order to accomplish desired goals. On the other hand, organizations wanting to be successful should pay attention to their personnel by lifting their morale, which requires implementing a new concept in administrative thought and job involvement, which help workers increase their organizational performance.

What is the relationship and effect of marketing director's recognition of job involvement on organizational culture of an organization's internal client?

Second: Importance of Research

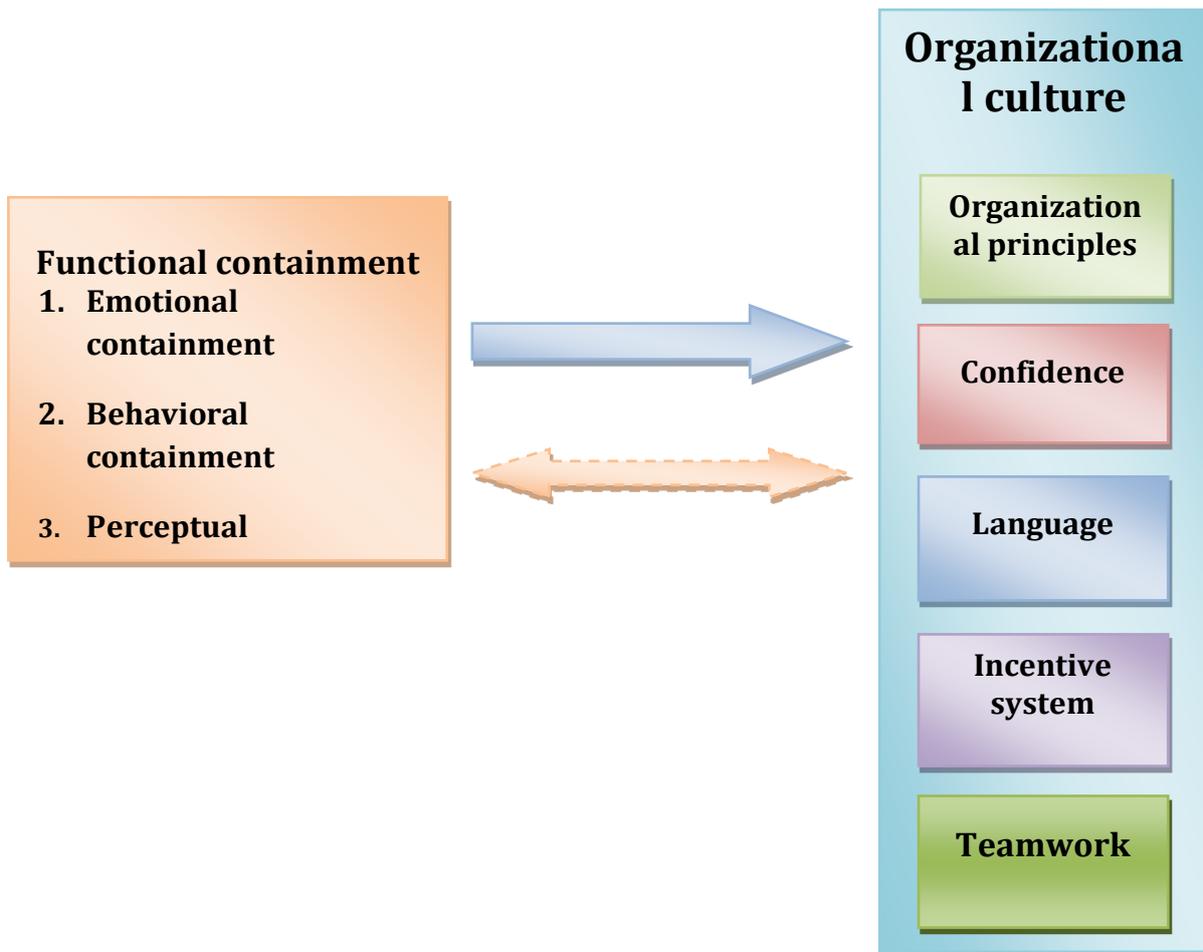
The attempt to reveal the relationship between the relationship and effect between organizational culture in its various aspects (trust, organizational values, language, incentive system, teamwork) and job involvement in order to benefit as much as possible in the fields of behavioural and administrative business fields in tourism – something whose significance is evident through clarity of human relations and direct contact between health services providers and members of society to raise the level of performance of tourism service providers and instil the concept of organizational culture in workers to accomplish the desired goals.

Third: Aims of Research

The research aims at raising the interest of organization senior management in its topic to benefit from its implementation and showing the importance of organizational culture on job involvement to reach conclusions concerning relationship and effects between the research

two factors. In the light of that, a number of suggestions and recommendations were made to improve the performance of the organization under research.

Fourth: Research hypothetical diagram



Fifth: Research Hypotheses

First main hypothesis: There is a correlation of significant level between job involvement and organizational culture.

Second main hypothesis: There is an effect relationship of significant level for organizational culture on job involvement.

Sixth: Sample and Its Characteristics

Table 1: Characteristics of the Sample Chosen from Najaf Province Hotels.

No.	Variables	Distribute the property	No.	The ratio %
1	Age group	(21 – 30)	71	42%
		(31 – 40)	53	32%
		(41 – 50)	31	18%
		(50 Or more)	13	8%
100%		168	Total	
2	Sex	Male	110	65%
		Female	58	35%
100%		168	Total	
3	Social status	Single	51	30%
		Marred	117	70%
100%		168	Total	
4	Job title	Doctor	47	28%
		Technician	90	54%
		Administrator	31	18%
100%		168	Total	
5	Years of service	(1 – 6)	63	37%
		(6 – 12)	53	32%
		(12– 20)	27	16%
		(20 Or more)	25	15%
100%		168	Total	
6	Academic achievement	Secondary School	32	19%
		Technical Diploma	68	41%
		Bachelor	41	24%
		High Diploma	11	7%
		Master	4	2%
		Ph.D.	12	7%
100%		168	Total	

Prepared by the researcher based on data collected by the questionnaire.

Effect of Organizational Discipline and Organizational Culture on the Process of Voluntary Reorganization of Workers-Donna E . Fletcher, B.A. , M. A. ,1998.

This study tested the relationship between workers' organizational discipline and job involvement and organizational culture and the process of voluntary reorganization of workers. After analysing quantitative and qualitative variables of workers, the study reached the following results:

1. There is serious commitment on the part of workers towards heads of their organizations.
2. Demographic variables have proved that there is a relationship of significant level, based on the tested model, among age, sex, racial culture, and salary.
3. There is a negative relationship between age and salary on the one hand and risk of voluntary reorganization on the other.
4. There is a positive relationship between sex and racial culture on the one hand and risk of voluntary reorganization on the other.

Sri Suwarsi, and Nadia Budianti (2009)

“Influence of Locus of Control and Job Involvement to Organizational Culture Applied by Employees on Bank X.”

The study looked into the tendency of bank X users towards locus of control and job involvement and organizational culture applied by them. The results were:

1. The organizational culture adopted by users is high.
2. Influence of locus of control and job involvement to organizational culture is strong (58.3%).

Theoretical Aspect

First: Job Involvement; concept and significance for health organizations.

Modern organizations started to realize that one of the main components to improve businesses is job involvement. Therefore, they started to look for means for utilizing their human resources possessing such characteristic. Consequently, they shifted from traditional management to the management that believes in job involvement – a subject that didn't appear suddenly but rather took many years and hundreds of empirical studies since 1956.

The Concept of Job Involvement

Job involvement, according to Armstrong, 2011: 336, is high connection felt by workers towards their organizations. Job-involved workers believe in accomplishing the goals of their organizations.

Historical Development of Job Involvement

The term “job involvement” is a modern one that appeared in organizational behaviour literature. It is still ambiguous and a cause of administrative controversy amongst scientists of organizational behaviour trying to understand it and establish an accepted conceptual framework and specific definition of it encompassing all of its aspects. This concept is considered an important issue in modern human resources management.

By examining the most important productions presented by scientists and researchers as an acceptable conceptual framework for job involvement (though not accurate and applicable to all various cultures using it). This concept can be identified by showing some of the productions of scientists and researchers in this respect. Dubin, 1956-1968 states that when a person adopts a certain value, standard, goal, behavioural pattern, it guides him in his future activities. Adoption means accepting these standards or values or goals to be a part of one's personal behaviour and his/her way of thinking. It also means to play the role of the sociable character, and to adopt different patterns of behaviour and ways of thinking so that these would become the base of his/her behaviour and thinking in the future. Thus, the roots of an individual's activities and thoughts are evident in social experiences. According to Dubin (1956,1968), when a person is involved in his/her job, then he/she is the person who views his job as the most important aspect of his/her life; hence, he/she considers and treats it as a goal per se.

Table 2: Shows the most important definitions of job involvement in administrative literature:

No.	Researcher's name	Year	
1	Kejner & Lodhal	1965	The concept that reflects the importance of the job for an individual as whole. It expresses how attached a person is to their job.
2	Robinwitz & Hall	1977	the concept that results from the continuous evaluation of one's expected benefit of fulfilling their job requirements perfectly.
3	Kanungo	1982	the concept that describes the relation between one's personality or identity and their job.
4	Chin-Chih-Ho	2006	An individual's concentration and commitment

			towards his/her job. The involvement aims at the job itself.
5	Yenhui Ouyang	2009	the degree determining the psychological relation of an individual to his job and its importance for the personal overall image of that individual.
6	Qadar V. Damirchi &Gholamreza Rahimi	2011	Initial determination of the values related to jobs and their importance for the person.

The table was prepared by the researcher.

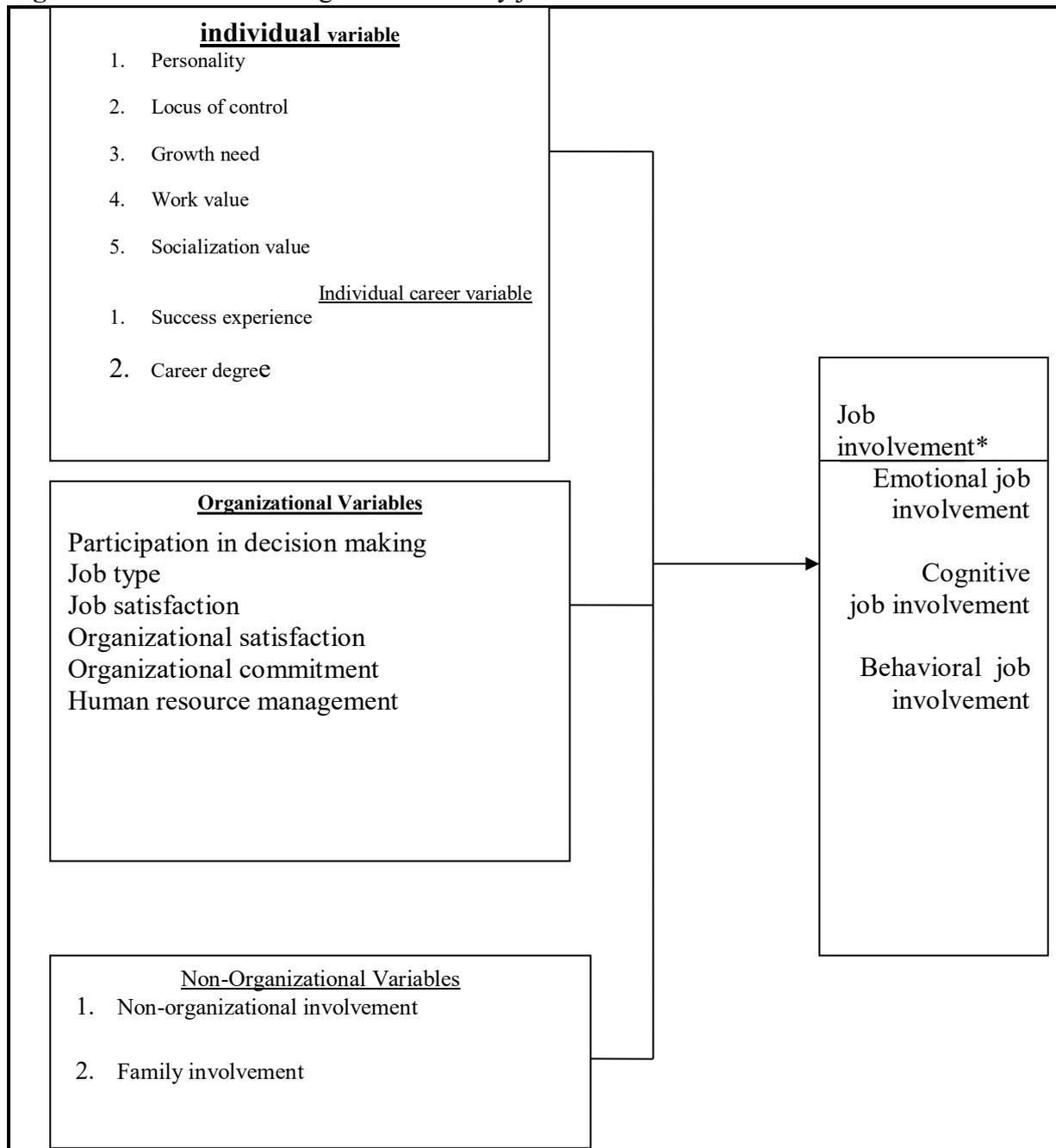
Importance of Job Involvement

The importance of job involvement lies in service organizations in general and in medical organizations in specific through direct communication between medical service providers and patients. As the medical organizations have more privacy than others since it has a major role in humanitarian relationships. This is because medical professions are of the most noble professions in the world; hence, it is normal for them to have privacy thanks to the emotional relations that combine them (Nemati, Khan, 2010, 2242).

3. Behavioural job involvement: which usually refers to the worker's duplicate behaviours such as trying to develop his/her skills through enrolling in educational courses or taking additional courses related to his/her job outside working hours and searching for every way possible to enrich his job. He/she thinks about their job even after leaving the institution. (Akhtar.Z, 2010:8).

What has been said above can be illustrated in the following:

Figure 2. Variables affecting and affected by job involvement.



Concept of Organizational Culture

By examining some of the general concepts of culture offered by researchers, it can be found that the concept of organizational culture derives its meaning from the general concept of culture as it represents values and practices acceptable and prevalent at an organization at any given time. Researchers assert that culture at any organization is a group of beliefs,



expectations and values shared by members of an organization and passed in from one generation to another. This culture determines the behaviours that are acceptable by senior management and even by workers.

Historical Development of Organizational Culture

In these few lines, the historical development of the term of “organizational culture” is presented. Since Hawthorn’s study and the Humanitarian School that embodied the interest of administration thinkers in the human element in the form of studies, research and applications till the present time, they have attempted to benefit from the efforts made by specialized sciences like sociology, psychology, anthropology, and administrative psychology to establish an acceptable framework for the concept of organizational culture.

The term “organizational culture” was first used by specialized American press in 1980 in the economic magazine Business Week. Fortune Magazine created an independent section named Corporate Culture. In 1982, Kennedy and T.E. Deal published their famous book “Corporate Culture”, setting thereby the foundation for this concept.

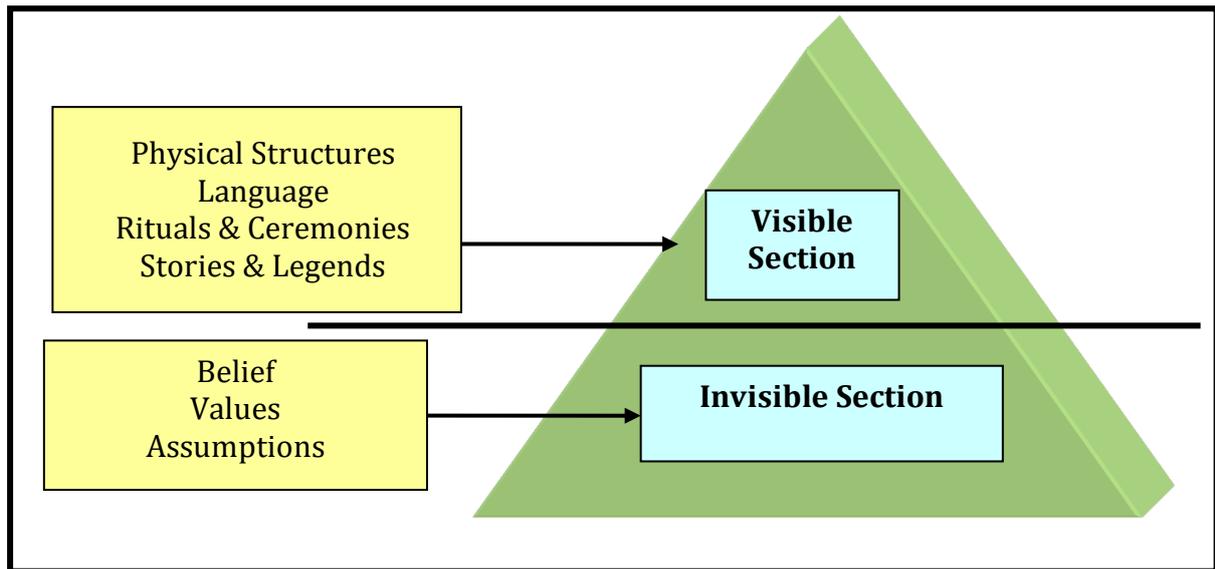
The first half of the 1990s saw a growing increase in organizational culture by scientists of organizational behaviour, especially following international orientation towards service and growing interest in the new services development NSD. Organizational culture was seen as a productive factor of work atmosphere with a huge impact in individuals’ behaviour, productivity and creativity levels.

Levels of Organizational Culture

According to (Steven L. Mcshane & Mary Ann Von Glinow, 2007: 254), organizational culture is like a floating iceberg with a visible and invisible section representing its levels:

1. A visible section containing physical structures, language, rituals and ceremonies, and stories and legends.
2. An invisible section that includes: beliefs, values and assumptions. See the figure below.

Figure 8. Levels of organizational culture according to Steven & Mary.



The Study Hypotheses Correctness Tests

Table 3: Correlation matrix for organization culture and job involvement.

Data	Organizational Values	Confidence	Language	Incentive System	Teamwork	Organizational Culture	Functional Containment
Organizational Values X ₁	1						
Confidence X ₂	0.661**	1					
Language X ₃	0.603**	0.561**	1				
Incentive System X ₄	0.302**	0.336**	0.420*	1			
Teamwork X ₅	0.370**	0.296**	0.432*	0.296**	1		
Organizational Culture X	0.794**	0.785**	0.809*	0.675**	0.612**	1	
Functional Containment Y	0.315**	0.272**	0.339*	0.214**	0.253**	0.375**	1

Significant correlation at 0.01 significance level. Source: the table was made by the researcher.

Interpretation of results: The matrix results show that there is a positive correlation between organization culture and job involvement, with a coefficient of 0.375 at a 0.01 significance level – an indication that any change in aspects of organizational culture will result in change in job involvement.

Second: Analysis of Relationship between Variables

- The second main hypothesis states that there is a significant effect between organizational culture as an independent variable and job involvement as a dependent variable. Results have proved the correctness of such hypothesis through the simple regression table below. The increase in X value by (1) means an increase in Y by X value. Thus, the hypothesis was accepted.

Independent Variable	Assessed Indication β		Assessed Tests				
			T-test	p-value	Std-Error	F-Test	R ²
Organizational Culture	X	0.239	2..271	0.000	0.056	16.245	0.179

Source: The table was made by the researcher based on the statistical analysis results of the questionnaire.

The table above shows the following:

1. The assessed relationship is significant or the effect of organizational culture on job involvement is significant. F value (18.245), when compared to tablet F value (2.800) at 0.01 significance level and (n-k, k) degree of freedom, it was found that F value calculated is larger than F tablet value, which means that the relationship is significant.
2. There is a positive relationship between organizational culture and job involvement. This relationship can be seen in the positive regression factor signal, which means that attention to aspects of organizational culture will lead to an increase in job involvement.
3. Coefficient of determination (R²) value was about 0.179, which means that organizational culture explains 18% of the changes happening to job involvement while the rest is explained by other independent factors not included in the model.



Conclusion

The study reached the following conclusions:

1. Organizations constantly need to clarify their organizational culture by deepening its correct administrative practices that unequivocally illustrate the culture required by the organization.
2. organizational culture derives its importance in all organizations from its role in impacting individual behaviour and consequently organizational performance as a whole.
3. The organization sees the human element as an important resource by strengthening its organizational culture, demonstrated by its formal practices within the organization.



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