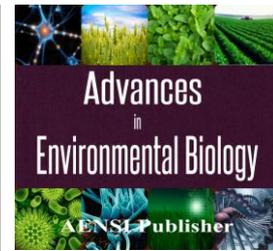




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The Relationship between Work Ethic and Job Involvement with Organizational Commitment in Employees of Youth and Sport Bureau at Kurdistan Province

Shokri, M. (MA) and Noorbakhsh, M.(PhD)

College of Physical Education and Sport Sciences, Islamic Azad University- Karaj branch, Alborz, Iran

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ABSTRACT

Objective: This study aims to investigate the relationship between job involvement and work ethics with organizational commitment in employees of youth and sport bureau at Kurdistan provinces. **Methodology:** The method is descriptive and correlation. The statistical population consists of all the personnel of youth and sport organization of Kurdistan province in which all of the personnel were selected as the research sample. Research instruments included work ethic, Job involvement and Organizational commitment questionnaires. The content validity of the questionnaires were confirmed by experts, while their reliability were confirmed using Cronbach's alpha (organizational commitment, $\alpha=0.89$; work ethic, $\alpha=0.72$ and job involvement $\alpha=0.72$). In order to analyze data, descriptive and inferential statistics including K-Mogroff, Spearman Correlation and Multi variables regression were used. **Results:** The results show that there is a positive and significant relationship between work ethic and affective commitment, continuous commitment, and normative commitment; however, there were no relationships between job involvement and work ethic. There also is a positive and significant relationship between job involvement, and affective commitment, normative commitment, and continuous commitment. Also, a significant and positive relationship was observed between work ethic and job involvement with organizational commitment in employees of Youth and Sport Bureau at Kurdistan province. The result of regression showed that job involvement could be a good predictor for organizational commitment. **Conclusion:** In Total, the results obtained from the study revealed that there is a positive and significant relationship between work ethic and job involvement with organizational commitment.

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INTRODUCTION

Nowadays, the assessment ethics and ethical values is one of the requirements in the analysis of behavior in organizations. The external symbol of organizations is composed of their ethical behaviors that in turn result from the sum of diverse moral values in which organizations have emerged. One of the most important issues which provide the ground for diverse problems in organizations worldwide is the one caused by moral corruption in different communities [1]. In our society, despite many positive elements in our national and religious culture, in the overall structure of the society, there exist values which weaken work ethic and consequently, work conscience [2].

The lack of observing some ethical standards has created a lot of concerns for public and private sectors. Decline of behavioral standards in public sector has forced researchers to seek for theoretical foundations on the issue so that they can provide an appropriate path for its implementation [3]. Thus, one of the major concerns of efficient managers at different levels is how to create appropriate context for human factors working in all professions so that they will work in the society with strong sense of responsibility and commitment and observe ethical principles governing their job and profession. Ethics has different meanings for different people; however, it is generally defined as to recognize right from wrong at job environment as well as to do right and leave wrong. The issue of organizational ethics in developed countries has gradually been institutionalized as part of management science within a century and a half ago [4].

Work ethics is a cultural norm which gives positive moral value to appropriate and good work in the community and it believes that it has an intrinsic value in itself [5 and 6]. Ethics in the organization is defined as a system of values and dos and don'ts that accordingly, the organization's goodness and badness are determined

Corresponding Author: Noorbakhsh, College of Physical Education and Sport Sciences, Islamic Azad University- Karaj branch, Alborz, Iran

and the good action is distinguished from the bad one. In general, humans have individually and personally specific ethnic features which form their thoughts, words and behaviors. When the same individuals are in an organizational status and post, some factors may cause to reveal individually different thought, word and behavior and these human features influence the rate of performance and effectiveness of the organization. Different ethical behaviors of individuals as employees of an organization are analyzable in a linear spectrum that on one end is administrative integrity and on the other end is administrative corruption. The rate of administrative integrity plays a significant role in the rate of the success of a given organization to do its missions, to implement strategies and programs and to ultimately achieve the organizational objectives.

In their study, Solaimaniet al [7] investigated the relationship between work ethics with job satisfaction and job stress of employees in Tehran Technical and Vocational Training Organization and found that there was a positive and significant relationship between employees' perceptions of ethics governing their work and job satisfaction. The results also showed that three dimensions of work ethics (involvement, perseverance, human and healthy working relationships) are predictors of job satisfaction. Studies show that in ethical decisions, managers should consider the interests of their organization so that the application of ethics would lead to the promotion of job involvement and the efficiency and effectiveness of the organization [8]. So, if there is work ethic in job environment, there will be job involvement and individual self-actualization on one hand and individual's satisfaction and progress in work on the other hand. Also, job involvement and satisfaction can result from work ethics in job environment that will lead to an increase in efficiency in the organization.

Job involvement is a basic factor in most people's lives because in job environment, employees are emotionally affected by work to the extent that they are dependent on or weary from it [9]. Job involvement is the phenomenon which transcends the boundaries of the organization and whose effect can also be observed on the private lives of individuals outside of the organization. Members with high involvement have more sensitivity to the job they choose and they really pay attention to what they do [10]. In their study, Keshtkaran et al [11] accentuated the importance of job involvement and its effective factors in nursing profession. Also, they found that lack of job involvement impose many injuries to hospitals and ultimately to the community. In studying and presenting the model of work ethic of employees, Ronaghi and Faizi [12] reported a significant relationship between observing work ethic, attracting customer trust and achieving their satisfaction on and ultimately customer loyalty.

Enhancing work ethics will lead to the enhancement of job commitment, satisfaction and involvement and the excellence and growth of humans on one hand and the promotion of organizations and development of the society on the other hand.

In behavioral sciences job commitment is widely known as a key factor in the relationship between individuals and organization. For instance, some researchers argue that job commitment is the factor which increases the individual's interest and involvement to the organization and that by managing the employee's commitment; many unintended consequences in organizations are eliminated [13]. The issue of job commitment has attracted the attention of many scholars in recent decades and many studies have been conducted to find that factors that affect job commitment. Job commitment is crucially important in achieving success, especially from the perspective of managers. Nowadays, by the increasing pace of change in organizations, managers are looking for ways to increase employees' commitment; thereby, they gain competitive advantage because they believe that through proper management of job commitment, beneficial outcomes such as organizational effectiveness, improvement in performance and reduction of displacement and absence will happen. Job commitment leads to job stimulation and satisfaction for employees and as the managers of human resources are aware of job commitment, they can improve organizational objectives and explain strategies for organizational development (Kaffashi and HatamiNejad, 2009). Additionally, job commitment is considered as one of the intangible factors affecting employees' performance because the human resource who is loyal, committed and compatible to organizational objectives and values can even act beyond the duties specified in the job description. Such human resource in the organization is consistent with raising the level of performance and lowering the rate of absence, delay and desertion, appears the validity of organization desirable in the society and provides the ground for growth and development of the organization [14]. Job commitment may have various positive outcomes. Employees with high commitment have more regularity in their job, stay in organization longer and work more. Managers should maintain employees' commitment to the organization [15]. According to Allen and Meyer's classification, commitment consists of three components in including affective, continuous and normative commitment. Affective commitment pertains to the emotional affiliations of an individual to the organization. Continuous commitment is related to the tendency for remaining in organization because of either the costs of leaving the organization or the rewards for staying in the organization. Finally, normative commitment reflects the sense of duty to stay a member of the organization [16]. Results of several studies suggest

As a governmental organization, Department of Youth and Sports plays an important role in planning and developing exercise in city as well as in province. Thus, work ethics, job involvement and job commitment enjoy a significant importance among employees of this department so that increasing work ethics leads to job

involvement and enhancement of their commitment to the organization. Since no such study has so far been conducted on this issue in Kurdistan, it was necessary to conduct such study. The questions coming to the researchers' mind are whether there is a relationship between work ethics and job commitment in the employees of youth and sport bureau at Kurdistan or not? Whether there is a relationship between work ethic and job involvement with job commitment in the employees of youth and sport bureau at Kurdistan? Therefore, this study aimed to investigate the relationship between work ethic, job involvement with job commitment in the employees of youth and sport bureau at Kurdistan.

That job commitment causes to enhance job involvement [17; 18; 19 and 20], work ethics [21; 22 and 23], participation and communication [24], Job satisfaction [25] and ethical climate [8; 13 and 26].

Methodology:

Kolmogorov-Smirnov test was used to determine the normality or non-normality of data that due to the non-normality of the variable of job commitment and work ethics, Spearman Correlation Test was used and Multivariate Regression Test was used to determine the relationships and predict the variables. This is an applied study and in terms of method, it is descriptive – correlation. The study population consists of all official, contractual and contract employees in Youth and Sport Bureau at Kurdistan. Due to the limited population, all were considered as the statistical sample. To collect data, three questionnaires of organizational commitment, work ethics and job involvement were used. The questionnaire of organizational commitment was Allen & Meyer's Organizational Commitment Questionnaire (1990) including 24 questions. 8 items were applied for assessing affective commitment, 8 items for continuous commitment and 8 items for normative commitment. Ali's Work Ethics Questionnaire (1998) and Edward's Job involvement Questionnaire (1984) include 20 items and are based on a scale of 4 degrees. The face validity of the questionnaires were confirmed by expert professors in sport management. The reliability of questionnaires was also confirmed through Cornbrash's alpha. The reliability coefficients of job commitment, work ethics and job involvement questionnaires were reported as $\alpha = 0.892$, $\alpha = 0.763$ and $\alpha = 0.720$, respectively.

Results:

The study results showed that 13%, 19.1%, 24.3%, 25.2%, 12.2% and 6.1% of the population were 25 -30 years, 31-35 years, 36-40 years, 41-45 years, 46-50 years and 51-55 years, respectively. Also, 9.6%, 22.6%, 11.3%, 44.3% and 14.2% of the study population had the educational level of under-diploma; diploma; associate of art; graduate and Master of art and above, respectively. The work history of 18.3%, 20.9%, 17.4%, 13.9%, 20.9% and 8.7% of the study population was 1-5 years, 5-10 years, 10-15 years, 15-20 years, 20 -25 years over 26 years, respectively. 37.4%, 22.6% and 40% of them were official employees, contractual employees and contract employees, respectively.

Table 1: Spearman Correlation Test to work ethic, job commitment and job involvement.

Variables		affective commitment	continuous commitment	normative commitment	Job involvement
Work ethic	Intensify (correlation coefficient)	0.192**	0.371**	0.284	0.117
	significantly	0.040	0.000	0.002	0.215
Job involvement	Intensify (correlation coefficient)	0.483**	0.332**	0.302**	-
	significantly	0.000	0.000	0.001	-
	Number	115	115	155	-

According to Table 1, there is a significant and positive relationship between work ethic and job commitment (affective commitment, continuous commitment, normative commitment) while there is no is a significant and positive relationship between work ethics and job involvement. A significant and positive relationship is observed between job involvement and job commitment (affective commitment, continuous commitment, normative commitment).

Table 2: Coefficients of Regression model associated with predicting the variables.

Dimensions	Not-standardized Coefficients	standardized Coefficients		t	Significant level
	B	Standard error	Beta		
Constant coefficient	0.998	0.466	-	2.142	0.034
Work ethic	-0.006	0.010	-0.046	-0.561	0.576
Organizational commitment	0.033	0.005	0.511	6.236	0.000

According to the above table, job involvement can predict organizational commitment, while work ethic cannot appropriately predict job involvement and organizational commitment.

Discussion and conclusion:

The results obtained from the present study showed that there is a significant and positive relationship between work ethic and organizational commitment (affective commitment, continuous commitment, normative commitment). These results are consistent with those obtained by Khosravi [21], Rahman and Hanifa [8], Tsai and Wang [13], Schweppes [26], Youssef Darwish [23], Youssef Darwish [22] and Okpara and Wynn [25]. The rationale behind such consistency may be interpreted such that work ethic in job environment leads to organizational commitment. In other words, work ethic in the environment of a sports organization leads to the emotional attachment of employees to the organization; desire to stay in the organization because of costs of leaving the organization or rewards for staying in the organization and finally the feeling of obligation to remaining as member of the organization.

Other results of this study indicate that there is no significant relationship between work ethic and job involvement of employees in Youth and Sport Bureau at Kurdistan. The study results are not consistent with results of most studies done in this regard including those of Schweppes [23] and Okpara and Wynn [25]. Perhaps, its reason can be found in the type of organizational structure and behavior of managers of the sport organization. Basically, everyone in any position should be responsible and responsive to all his affairs and works. Managers cannot behave with their employees in the way they like and will not be responsible for their actions. Managers' responsibility for employees and organization affects the performance and job involvement of employees. One of the most important factors in promoting ethics in an organization is the ethical behavior of managers and supervisors and positive reinforcement of an ethical behavior. Immoral acts of managers cause the ethical misconduct of subordinates. Studies show that managers should consider the interests of the organization in ethical decisions so that applying ethics will lead to the improvement of job satisfaction, job involvement, efficiency and effectiveness of the organization [27]. It should be noted that some experts believe that work ethics are suppressed by managers in organizations because instead of strengthening work ethics, management of ten suppresses hard-working by self-motivated actions and causes failure of individuals 'activities. On one other, according to Equity theory, if reward and punishment in the job environment are not based on ethics, fairness and meritocracy, employees will not be satisfied with their job and depended on their job; consequently, shirk their responsibility [28]. On the other hand, according to the study results, 46% of subjects were in the contractual position in terms of employment which could be the reason of lack of job involvement.

Other results of the present study showed that there is a significant and positive relationship between job involvement and organizational commitment (affective commitment, continuous commitment, normative commitment). These results are consistent with the results by Khoshgam [19], Asgari [17], Khosravi [21], Okpara and Wynn [25] and Brown [20]. Results of many studies indicate that organizational commitment is associated with many job behaviors of employees such that organizational commitment has potential and serious effects on organizational performance. Since their commitment and involvement are related to the behaviors which are important for the organization, the possibility that the committed individuals become absent and be angry with their work is low. Job involvement is the phenomenon which transcends boundaries of organization and whose effect can also be observed on the private lives of individuals outside the organization. Members with high involvement are more sensitive to the job they choose and really pay attention to what they do [10].

Thus, taking into account issues such as job involvement, organizational commitment and their application in organizations will lead to low rate of absence from work, better job performance by employees and far more estimation of organizational commitment, job involvement and employee participation in decision-making. Organizations whose employees have no motivation and no level of job involvement are not a productive and effective organization and their employees will have less commitment. So, if there is work ethics in the job environment, the work will be associated with job involvement and organizational commitment. However, job involvement can be resulted from ethical behavior in the job environment which will increase productivity in the organization.

Other results of this study indicate that there is no significant relationship between work ethic and job involvement of employees in Youth and Sport Bureau at Kurdistan. The study results are not consistent with results of most studies done in this regard including those of Schweppes [26] and Okpara and Wynn [25]. Perhaps, its reason can be found in the type of organizational structure and behavior of managers of the sport organization. Basically, everyone in any position should be responsible and responsive to all his affairs and works. Managers cannot behave with their employees in the way they like and will not be responsible for their actions. Managers' responsibility for employees and organization affects the performance and job involvement of employees. One of the most important factors in promoting ethics in an organization is the ethical behavior of managers and supervisors and positive reinforcement of an ethical behavior. Immoral acts of managers cause the ethical misconduct of subordinates. Studies show that managers should consider the interests of the organization in ethical decisions so that applying ethics will lead to the improvement of job satisfaction, job involvement, efficiency and effectiveness of the organization [27]. It should be noted that some experts believe that work ethics are suppressed by managers in organizations because instead of strengthening work ethics, management of ten suppresses hard-working by self-motivated actions and causes failure of individuals 'activities. On one

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Other results of this study indicate that organizational commitment can predict the job involvement of employees. However, work ethic cannot predict the rate of job involvement of employees in Youth and Sport Bureau at Kurdistan. One of the most important factors in job involvement is ethical behavior in the job environment which will certainly lead to organizational success because strong motivation and good job satisfaction and involvement are considered as the first condition of success for any organization. Hence, what is important in the implementation of ethical behavior is that in the first step, managers should respect and manifest these principles. This is nowadays applicable where managers are faced with great diversity values in job environments. Thus, if ethics govern the organization and ethical behaviors are observed by the organization and employees, it will be effective in the success of the organization in some directions: First, ethical principles will be established as a value in an organization; second, effective, transparent and friendly relationships will be established between the organization and its employees; finally, managers and employees of the organization will observe dynamics and positive performance in the whole organization. According to the obtained results, the following recommendations are offered:

Since there is no significant relationship between the ethical behavior of managers and job involvement of employees in organizations, it is recommended that in order to increase job involvement, ethical behavior of managers and employees in organizations be enhanced. Also, it must be trained to them. Managers and employees may be trained to identify ethical issues and behaviors through workshops. In addition, through assessing the ethical behavior of managers by surveying the employees, managers who follow the ethical principles should be encouraged. Given the relationship between job involvement and organizational commitment, it is necessary to consider the assignment of responsibilities and duties according to the capability, experience and education and changing the employment status from contract to official and contractual position by managers so that hereby, job involvement is enhanced and finally, the more commitment of employees to the organization be provided.

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