A Study of the Mediating Role of Job Involvement in Affecting Good Character of Managers on Employees’ Organizational Affective Commitment

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Abstract

This study has the main objective of studying mediating role of job involvement in, manager’s good character, influences on employees’ organizational affective commitment. Proposed model of this study is made on the basis of existing relation between research variables and also base on previous studies, and tested by mean of structural equation modeling. Statistical population of research consists of all the employees of management and planning organization of Iran. To collect data a field survey on a sample consists of 95 employees, conducted. And these collected data analyzed with statistical software of SPSS and AMOS. Results indicated that dimensions of good character of managers (honesty, passion, humor, compassion, modesty and wisdom) have significant influence on job involvement. Additionally, employee’s job involvement had a positive influence on organizational affective commitment. Also, results revealed that dimensions of compassion, passion, modesty, honesty, bravery, and wisdom, (exactly in this sequence) had the most influence on employee’s job involvement.

Keywords: Affective Commitment, Good Character of Managers, Structural Equation Modeling

1. Introduction

In modern organizations, employees are expected to be eager and responsible in their duties in addition to be innovative in workplace and on the other side organizations should also acquire the initial support for them. Job involvement is a positive state of mind and related to job which defined with energy, sacrifice and job attractiveness. Employees with high involvement in their job have a lot of energy and are so eager and passionate for doing their responsibilities. Studies showed that employees’ job involvement is related with their safety performance and can decrease job stress. Employees who are in full commitment with their organization and interested in it, put more energy and efforts on their job to do it more precisely and with more safety which leads to less physical and psychological problems. Job involvement is a basic factor in life of many individuals. Employees are influenced intellectually and affectively in their job environment to the extent that they involved in their job. Job involvement is an important resource of job satisfaction and is a critical need in job environment and has a positive relation with inner motivation, public service motivation, organizational efficiency, job satisfaction, organizational commitment, absence reduction, organizational behavior improvement, self-respect increasing, self-high performance in job, and also negative relation with exhaustion, lack of job commitment, job stresses and neurotic pressures (Lambert & Eugene, 2012; Lambert & Paoline, 2010). Indeed job involvement is a psychological assimilation of an individual with type of his/her job which he/she is doing. Job involvement increases composition between
individual and environment, and because of this, it is a determinant of organization influences and individual's motivations. So it is so important to identify factors which have influence on increasing job involvement. In any previous study, influence of good character of managers as a key determinant of job involvement did not surveyed. Good character is a limit which shows that a person is living on the basis of high level values. A person who doesn't have good character would compromise on high level values (Nasr Isfahani et al. 1391). Character of managers can’t be apart from their performance and actions. Thus, good character of managers can be one of the determinate factors of employee's behaviors and approaches in organization environment such as organizational support and commitment. Immoral behaviors have made employees pessimistic about managers and have ruined their commitments to manger and organization and in recent years response for this situation, organizations have taken some strategies, in to consideration like making moral rolls. Managers try to show an important and worthy image of themselves and also with control on issues and when employees see a shortage or fault in their manager's character, their commitment to organization become weak, because the most important property of a manger is his/her good character. It seems that job involvement has a mediating role between good character of managers and employee's organizational commitment. On this base, main objective of this study is surveying the mediating role of employee's job involvement in the relationship between good character of managers and employee's organizational commitment. Therefore the basic question of present study is: is good character of managers effective on employee's job involvement and accordingly on their affective commitment to organization?

2. Literature Review

2.1 Job Involvement

Job involvement regards as a superior individual state for organization. And it is more possible to be about the way that individuals make a relationship with their current job, rather than their relationship with supervisors. Acquiring employees with high job involvement may cause benefit to organization because when people get involve in their jobs their motivation will increase, and this issue by itself can lead to positive influence on their job performance. In general, job involvement has influence on both individual and organization with together. Organizationally, job involvement regards as a key for disclose employee's motivation and increasing production, and individually, job involvement regards as a key for motivation, performance, and self-improvement and satisfaction in workplace. Job involvement helps to organization effectiveness, productivity and employee's mentality, through deeply engagement of staff in their jobs and also through making job a meaningful and perfect experience (Paolin and lambert, 2012). In a specific definition, job involvement refers to a degree by which individuals physiologically get attracted, engaged and related to their current job. In another definition job involvement refers to a psychological assimilation of job or refers to a degree by which, job become center of individual's characteristic (Chen and Chio, 2009). Job involvement is in close relation with job motivation and satisfaction. Job involvement depends on characteristics and essence of job's responsibilities. The most important characteristics in job involvement are age, and believe to traditional job ethics. Old employees because of their responsibilities and more problems and also because of having more opportunity to satisfy their needs of growing are usually more involved and more interested in their jobs. They also are willing to be loyal to hard effort values. Social factor of job can influence job involvement too. Employees who work in the groups reported higher job involvement in comparison with employees who work alone. Participation in decision making, in extent which employees support of organization's objectives, depends on job involvement. Feeling of success and improvement in job also increase the level of job involvement. Additionally other occasionally factors such as job designing, psychological and organizational atmosphere and management style have significant influence on employee's job involvement.

Job designing factor seems to have a greater influence on individual's job involvement that have tendency to satisfying higher level of psychological needs (Mohonian and Pondy, 2007).

For individuals who are involved and interested in job, that job is a central aspect of their personality and deeply are attracted by it and most of the times are thinking about their jobs even when they aren't working. A Job satisfaction of this kind of employees is more and also their commitment to their job and organization, as well. They rarely think about changing their employer and generally believe that their personal objectives are the same as organization objective. According to personal characteristics, persons
with high job involvement are willing to be great in matters like inner motivation and self-regard and believe that, ultimate value is with job experience. Such persons find job significant and full of obstacles and work in complicated responsibilities which requires a variety of skills. Persons with job involvement usually experience higher job satisfaction and especially with the substance of job which they find satisfying. This kind of satisfaction is dominant, even when supervisors have no attention to them or when they are tyranny (Lambert and Owgen, 2012).

There is many discussions about job involvement which mentioned that, the extent in which employees are involved in their jobs can affected by situational factors (i.e. experience and physiological response to job). A proper organizational image or perceived outward reputation (as situational factor) increases employee’s assimilation with organization. It is possible that an employee be satisfied with an organization with a certain reputation (good reputation) and also make a powerful relation with it. This high assimilation with organization can define as high job involvement. In the other hand, other researchers have discussed that job involvement is a personal characteristic. Therefore it is less likely that it get affected by organizational factors and more likely to be affected by personal factors (Lambert and Paolin, 2010).

2.2 Good Character

Good character of managers can’t be apart from their performance and actions. If there is any imbalance between their words and their action, it rooted in their improper character. Good character is a criterion which indicates that an individual are living with high level values. People with good character, have accepted a high variety of values and virtues and act according to them, they have a long term interest in themselves and others. Although everyone is willing to show a proper image of his self/herself, but outward image without any inner proper image and good character cannot be pretended for long time.

So it is necessary for people to take good character and their inner image into consideration (Nasr Isfahani et al. 1391). The most important property of a manager is his/her good character. When employees see a shortage or fault in their manager’s character, they lose their trust (Sarris et al, 2006). Individuals with good character have accepted a high variety of values and virtues and act according to them. They have a long term interest in themselves and others. Different researchers have mentioned different dimensions for manager’s good character. For example Peterson and Seligman (2004) mentioned some of these dimensions as follow: positive perspective, citizenship, compassion, humanistic regards, cooperation, courage, curtsy, assiduity modesty, positivism, patience, skill, responsibility, purity, team working, endurance and tolerance and trustworthy. Dutty (2008) also determined these: loyalty, responsibility, respect, duty without vanity, honesty and courage. Barker and Coy (2003) determined 7 components for manager’s good character: integrity, passion, and courage, and compassion, sense of humor, modesty and wisdom.

- Integrity: Following standard ethical codes. Person with high integrity always do the right work when faces to different choice.
- Passion: Having a power source inside which leads to superior outcome.
- Courage: Fear resistance and controlling it.
- Person’s belief in proceeding and defense something which he/she thinks is true. Some example of characteristics of such people is insolence, bravery and self-confidence.
- Compassion: Take others suffers and sadness or welfare into consideration and help people and show commiseration to them.
- Humor: Ability to make people laugh, and make peoples with different characteristics, behavior and emotions, happy.
- Humility: A characteristic in which, people show modesty and avoid arrogance.
- Humility includes activities that prevent job problems happen to others, activities such as; not to spoil others efforts and rights.
- Wisdom: Processing experiences and knowledge with the ability to apply them in a critical or applicable manner in which peoples analyze evidences and current conditions and extend their ideas and solutions.

In this study: above component used for evaluation of manager’s good character.

2.3 Organizational Affective Commitment

Organizational commitment regarded as a kind of affective dependency to organization. In this context, individual that is in high commitment, take his/her identity from organization, have participation in organization and engage with it and enjoy being a member of it. Porter et al (1974) defined
organizational commitment as acceptance of organization values and engagement with it, and mentioned these criteria for measuring it: motivation, tendency to continue the job and acceptance of organizational values. Chatman and Orily (1968) defined organizational commitment as supportive and affective association with goals of an organization in favor of organization itself and away from its instrumental values (a tool for achieving to other objective). Organizational commitment is negative or positive perspective of peoples about the organization (not the job) as a whole. In organizational commitment an individual feel a high sense of loyalty to organization and through that organization identify him/her. Bockanen believes that commitment is an affective and rough prepossession dependency to organizational objective and values. Lotaner and Shaw (1992) believe that, organizational commitment as approaches is a high tendency for staying in organization, tendency to make tremendous effort for it and strong believe in acceptance of objectives and values. Similarity of these definitions is in psychological state of commitment that determines relation of individuals with organization, decision to stay in organization or leaving it (Somers, 2009).

Aen and Meyer (1997) believe that commitment connect individual to organization and this connection decrease the possibility of leaving his/her job. They mentioned three components for organizational commitment:

- Affective commitment: Comprises employees’ affective connection with organization, as they produce themselves by their organization.
- Continuance commitment: On the basis of this commitment an individual calculate, cost of leaving the organization. Indeed, they will ask themselves that in the case of leaving, what kind of costs they should incur.
- Normative commitment: In this case employees feel that they should stay and this would be the right action.

From difference of these three components of organizational commitment, we can find out that every single of them are consequences of specific pre opportunity. Pre opportunity of affective commitment categorized in four groups: personal characteristics, job characteristics, structural characteristics and job experiences. Many studies on organizational commitment revealed that relation of organizational commitment with job performance and behaviors based on organizational allegiance is positive but its relation with leaving duty, absence and delay is negative. Therefore, essence of individuals’ relations with organization in every three component of affective commitment, continuance commitment and normative commitment is different. Employees with high affective commitment stay in organization because they are willing to stay. Employees with high continuance commitment also stay because they need to stay and those with duty base commitment stay because they feel they have to stay (Vandenbergh et al.). In this study, organizational affective commitment, will take in to consideration.

3. Literature Review

A review on previous study shows that no studies have surveyed the relation between manager’s good character and employee’s job involvement as yet. Nonetheless, we mention some studies which have the most similarity with this topic.

Soleimani and Haghiri (2011) found that degree in which manager’s esteem dimensions of ethical behaviors (personal ethics, organizational ethics, social ethics and legal ethics) is above the minimum. Level of organizational commitment and employee’s job involvement were also, above the minimum.

In addition there was a significant positive relation between every dimensions of manager’s ethical behavior (personally, organizationally, socially and legally) with organizational commitment and job involvement. Heydari and Moradi showed that there is a positive relation between sport teacher’s job involvement and organizational atmosphere in schools. Therefore they suggest that, through acquiring a proper organizational atmosphere in schools make teachers more involved in their carrier and increase their efficiencies and effectiveness. Results of researches conducted by Golparvar et al. (2010) also revealed that:

- Descriptive and procedural justice can moderate the relation of job stress with job involvement of nurses, thus, when procedural and descriptive justice is low, relation of job stress with job involvement is negative and meaningless, but when procedural justice is in high condition, this relation is positive.
- Descriptive justice also moderated, relation of role burdensome with job involvement, thus, when descriptive justice is low, role burdensome with job involvement have a negative relation but when it is high this relation is positive.
• Descriptive justice moderated the relation between job risks and organizational commitment, thus, when descriptive justice is low, job risks have a negative relation with organizational commitment, but when it is high this relation is positive.

Noori and Arizi\(^7\) find out that there is a significant correlation between job involvement’s component (passion of work, devoting to job, absorbed by the job) and dimensions of organization commitment. And also among job involvement’s component, being devoted by the job, is the best predictor of organizational commitment. Kiani and Khodabaksh\(^5\) showed that there is a significant relation between perceived supervisors support and perceived coworker’s support with job involvement. The variable of perceived supervisor’s support, predict near 13 percent and perceived coworker’s support, predict near 11 percent of job involvement variance. Asgari and Poortorab (2010) also showed that there is a multiple relation between job life quality, job involvement and organizational health, with organizational commitment and job life quality is the best predictor of organizational commitment.

Matlabpooe and Emami\(^6\) showed that there is a positive and significant relation between organizational commitment and sport’s teacher man’s job involvement in seven district of Mashhad city. Nasr Isfahani et al.\(^8\) have surveyed the effect of manager’s good character on employees’ happiness according to Islamic ideas and showed that manager’s good character is in direct and positive relation with employee’s happiness. Shirazi and Ahmadi (2013) found that there is a significant relation between ethical atmosphere and organizational trust and commitment of employees in one hand and between trust and commitment in other hand. In addition it is determined that enthusiasm, efficiency, friendship, team work spirit, personal spirituality and social responsibility are in relation with organizational commitment. Hoveida et al.\(^4\) conclude that good character affect positively both on job life quality and organizational citizenship behavior. Job life quality also has a positive effect on organizational citizenship behavior. Additionally these two variables have effect on sharing of knowledge between employees. Pasha and Khodadadi (2008) there is a significant relation between personal characteristics of employees with affective and normative organizational commitment but no significant relation with continuance commitment was observed. Nasr Isfahani\(^7\) in a study in social security organization of Chahar Mahal Bakhtiari province in Iran, has surveyed good character in 7 component of; honesty, courage, modesty, wisdom, passion, compassion and sense of humor, results showed that honesty and courage acquired highest, mean. Saros et al (2006) found that good character is a multi-dimensional notion and is varying with demographic characteristics (like age, sex, primogeniture measure, and years of duty as executive manager). Gonder et al (2012) have surveyed good character in workplace and by means of a sample of 887 nurses have found that employee’s good character leads to performance improvement and positive outcomes of employees in workplace. Islam et al (2013) showed that relation of management and employee, organizational learning culture and organizational commitment are correlated. Results of structural equation revealed that organizational commitment has the mediating role between organizational culture and leaving the duty intention.

4. Hypothesis Development and Conceptual Model

According to literature reviews and conceptual foundations and empirical history of this study, it can be expected that, when employees are involved in their job, then, they will be obliged to organization. In the other hand job involvement is a motivational and psychological state that can be influenced by manager’s good character or directly by employees or top managers in organization. In this base, hypothesis of this research will be:

H1: Manager’s honesty has a significant and direct relation with job involvement of employees.
H2: Manager’s passion has a significant and direct relation with job involvement of employees.
H3: Manager’s courage has a significant and direct relation with job involvement of employees.
H4: Manager’s compassion has a significant and direct relation with job involvement of employees.
H5: Manager’s sense of humor has a significant and direct relation with job involvement of employees.
H6: Manager’s humility has a significant and direct relation with job involvement of employees.
H7: Manager’s wisdom has a significant and direct relation with job involvement of employees.
H8: Employee’s job involvement has a significant and direct relation with employee’s organizational affective commitment to organization.

According to above discussions and on the basis of designed hypothesis, conceptual model of study can be presented as below (Figure 1):

![Conceptual model of research](image)

Figure 1. Conceptual model of research.

5. Methodology

Present study is descriptive and applicable and is conducted by survey method. Statistical population of this study consists of all the employee of management and planning organization of Iran in the Tehran city. After a pre study on a little part of statistical population consists of 25 employees of so called organization and determining, standard deviation, sample size estimated 95 person and determined by Cochran formula in error level of 5 percent and with precision 0.1. In this study we used convenience sampling method therefore we sampled employees of organization, randomly. For data collection we used researcher made questionnaire which consists of three part; questions about dimensions of manager’s good character (21 question), job involvement, (3 question) and organizational affective commitment (3 question). In the first part, respondents were asked to rank character of their direct managers (honesty, passion, courage, compassion, humor, humility and wisdom) on a 5 point Likert scale from 1 (very low) to 5 (very high). Questions of this part derived from Eastman (2010). In part second and third question, about job involvement derived from Paolin and Limber’s studies (2012) and question about organizational affective commitment is derived from Vondenburgs et al (204) study. Respondents were asked to rank character of their direct managers (honesty, passion, courage, compassion, humor, humility and wisdom) on a 5 point Likert scale from 1 (completely disagree) to 5 (completely agree). Gathered data were analyzed in two phase. In first phase validity and reliability of questioner will be evaluated and then for hypothesis testing and model practicing, structural model of research will be measured statistically. In first phase for surveying, validity of questionnaire, discriminant validity was used, this kind of validity, measures meaningfulness of difference between two factors. For measuring discriminant validity, correlation coefficients between factors are used. If correlation coefficients between factors be less than 0.85, it can be concluded that measuring tool has proper discriminant validity (Kline, 2005). For determining reliability of questionnaire, Cronbach’s alpha coefficient is used. If values of Cronbach’s alpha are lower than 0.7, the reliability of questionnaire is acceptable (Hair et al, 2006). In the second phase in order to approve or disapprove of hypothesis and model practicing, structural equation modeling is used by means of AMOS software.

### Table 1. Specification of sample

| Demographic variables               | Frequency | Percent |
|-------------------------------------|-----------|---------|
| **Age**                             |           |         |
| 20-29                               | 26        | 27.36   |
| 30-39                               | 37        | 38.94   |
| 40-49                               | 29        | 30.52   |
| 50 and higher                       | 3         | 3.16    |
| **sex**                             |           |         |
| man                                 | 73        | 76.84   |
| woman                               | 22        | 23.16   |
| **Educational degree**              |           |         |
| Associate degree and higher         | 10        | 10.52   |
| Bachelor                            | 68        | 71.58   |
| Master and higher                   | 17        | 17.89   |
| **Marital status**                  |           |         |
| couple                              | 82        | 87.32   |
| single                              | 13        | 13.68   |
| **Working experience with current manager** |         |         |
| Less than three years               | 25        | 26.32   |
| 3-10 years                          | 54        | 56.84   |
| More than 10 years                  | 16        | 16.84   |
6. Finding of this Study

6.1 Sample
Results of descriptive statistic of sample shows that 27/36 percent of respondents are in the age range of 20 to 29, 38/94 percent in the age range of 30 to 39, 30/52 percent in 40 to 49 and 3/16 percent in rang of higher 50 years old. The majorities of respondents was couples (87/32) and were men (76/84). Also the majority of respondents have Bachelor Degree (71/58). And 56/84 percent mentioned 3 to 10 year of job experience with their current mangers.

6.2 Validity and Reliability of Questionnaire
Table 2 shows Cronbach's alpha coefficient. As you can see Cronbach's alpha coefficient of all the research variables is more than 0.7 that indicate, Research's questionnaire has a desirable reliability.

In addition according to existing correlation coefficients in Table 3, it can be found out that, existing correlations between variables is lower than proposed value of 0.85 which indicates that research tools of this study has discriminant validity. It is important to say that significance of correlation between variables in (P ≤ 0.001) level is tested. According to the results of Pierson's correlation test, all the relationships between research's variables are positive and significant which indicates that there is a direct relation between independent variables (honesty, passion, courage, compassion, humor, humility and wisdom) and dependent variables (job involvement and affective commitment).

6.3 Structural Equation Modeling
In order to achieving to research goals Structural Equation Modeling (SEM) is used. In this study, value of chi-square is double with 129.48 with degree of freedom of 48 that their ratio (2.69) is in desirable scope. Fit index (GFI = 0.922, NFI = 0.914, CFI = 0.945, TLI = 0.963, AGFI = 0.975, AIC = 91.328) has desirable values and are significant in the level of 5 percent.

Also value of RMSEA is 0.054 which is lower than proposed desirable scope (lower than 0.08). Indeed results of SEM represents that proposed model of research is completely fit. Figure 2 and 3 represents standard and non standard regression coefficient of structural model of research.

Results of hypothesis testing are summarized in Table 4. As you can see, all the proposed relation,

Table 2. Cronbach's alpha coefficients

| variable      | Honesty | Passion | Courage | Compassion | Humor | Humility | Wisdom | Job involvement | Affective commitment |
|---------------|---------|---------|---------|------------|-------|----------|--------|-----------------|----------------------|
| Cronbach's alpha | 0.820  | 0.841   | 0.774   | 0.783      | 0.807 | 0.901    | 0.800  | 0.736           | 0.722                |

Table 3. Coefficients of correlation between variables

| Correlation between | honesty | passion | courage | compassion | Humor | humility | wisdom | job involvement | Affective commitment |
|---------------------|---------|---------|---------|------------|-------|----------|--------|-----------------|----------------------|
| honesty             | 1       |         |         |            |       |          |        |                 |                      |
| passion             | 0.410   | 1       |         |            |       |          |        |                 |                      |
| courage             | 0.723   | 0.550   | 1       |            |       |          |        |                 |                      |
| compassion          | 0.645   | 0.622   | 0.732   | 1          |       |          |        |                 |                      |
| Humor               | 0.512   | 0.761   | 0.727   | 0.289      | 1     |          |        |                 |                      |
| humility            | 0.536   | 0.739   | 0.652   | 0.377      | 0.637 | 1        |        |                 |                      |
| wisdom              | 0.666   | 0.764   | 0.526   | 0.447      | 0.533 | 0.779    | 1      |                 |                      |
| job involvement     | 0.672   | 0.747   | 0.549   | 0.452      | 0.600 | 0.762    | 0.740  | 1               |                      |
| Affective commitment| 0.603   | 0.799   | 0.593   | 0.520      | 0.511 | 0.670    | 0.670  | 0.640           | 1                    |

Note: significance in the level of P ≤ 0.001
-approved. Indeed dimensions of manager’s good character (honesty, passion, courage, compassion, humor, humility and wisdom) has a significant influence on employees’ job involvement (first to seventh hypothesis). Additionally, employees’ job involvement significantly affect employees’ organizational affective commitment (eighth hypothesis). Regarding standard regression coefficients of relations between manager’s good character’s dimensions and employees’ job involvement, it can be found out that compassion, humility, honesty, humor, courage and wisdom (exactly with this sequence) has the most influence on employees’ job involvement with their carrier.

### 7. Discussion, Conclusion and Suggestion

The main objective of this research was studying mediating role of job involvement in, manager’s good character’s influence on employees’ organizational affective commitment in the management and planning organization of Iran. Results indicate that the dimensions of manager’s good character (honesty, passion, humor, compassion, humility and wisdom) influenced directly and indirectly (by means of job involvement) organizational affective commitment of employees. In addition, results revealed that dimensions of compassion, passion, humility, honesty, courage, and wisdom, exactly by this sequence have the most influence on employee’s job involvement. When we review, research literature in the field of organizational behaviors, we can find out that this study is the first study which surveyed influence of managers’ good character’s dimensions on employees’ job involvement and accordingly on employees’ organizational affective commitment. Therefore, results of this study are consonant with results of other researcher which studied influence of job involvement on organizational commitment, researchers like Soleymani and Haghiri\(^7\), Heydari and Moradi\(^3\), Golparvar et al.\(^2\), Noori and Arizi\(^8\), Kiani and Khodabakhsh\(^9\), Asgari and Poortorab\(^1\) and Taleblo and Emami\(^11\). Results of this study will help management and planning organization of Iran to obtain a deep insight about manager’s personal characteristics and their good
character influence on employees’ behaviors, and with improving these dimensions in themselves, make a desirable atmosphere in their organizations and accordingly improve organizational affective commitment of their subordinate which decreased in country in recent years.

These suggestions can be presented to managers of, management and planning organization, based on findings of this survey. First, it is an ethical improvement to acquire, good character which, with getting old it even gets better. Thus, good character can be improved. Hence, good character planer and educator should give individuals, chances to improve perception of people, by means of proper and effective discussion in workplace about their real issues and also by making them, believe in their abilities to act base on their values. Individuals should have chance to improve healthy life skills, such as powerful relation, hearing others in a passion full manner, helping others and ddasking for others help, self-evaluation, decision making, emotion controlling and critical thinking. Managers who honestly treat their subordinates, and in a friendly and humoristic manner, and are passionate in relations with them, make it attractive for employees to face with their managers and they also regard this kind of behaviors so supportive. Additionally, when organization’s managers treat compassionately and managerially in the cases of organization and employee’s problems and issues, employees will perceive it supportive. Also managers’ humility and courage in relation with subordinates and coworkers cause employees to consider him/her as a positive person, who is willing to solve issues and problems.

Second is that; according to job involved person’s characteristics, it can be found out that, developing job involvement can leads to positive outcomes for organization, and can be regarded as a key for organization to competitive privilege in market. Two kind of organizational factor can help organizations to enhance job engagement: 1) Psychological atmosphere and 2) Human resource strategy and actions. Psychological atmosphere influences employees ‘perception of organization’s environment’. Indeed psychological atmosphere affect perception of relation of workplace’s aspects, with values, goals and personal welfare of employees. “Psychological security” and “significance” are two dimensions of Psychological atmosphere which are in relation with job involvement improvement. Three elements which can develop job psychological atmosphere are; supportive management, role clarity and self-disclosure. Applying a certain supportive management style cause people to have desirable effort in their job and possibly take risk and also to have self-control on their job, and be creative and innovative whenever it is necessary without any fear of their manager to revenge and taunting them. Role clarity by itself has a significant effect on employee’s psychological calmness because they know their duty and what they are expected to do, and they are not always in tension of facing to unknown duties. Self-disclosure is possible when people can disclose their personal aspects in job. In this way individuals can internalize their job and treat it as a main aspect of their personality. When employee’s job is worthy and with proper benefits, then they will find it meaningful. Also when they can cooperate in organization’s goals achievements and find their job as a way to learn and gain skills, they find it even more meaningful.

Third is that; Top manager’s policies and actions are closely related to physiological atmosphere and has a significant influence on job involvement, production and performance. Human resource activities, presents objective and real activities related to employees. Those companies which are successful in job involvement promotion are those that select their employees among those applicants who reflect organization’s goals and values in the best way. Indeed they try to choose a little proportion of applicants but with most ability to job involvement, motivation and productivity. Additionally those company who promote job involvement in an effective way, has a regular instruction and do not limit themselves to those initiative instruction and instructions that make new employees familiar to organization. Also companies which promote job involvement, generally pay well to employees and share profits and interest to them.

Increasing of team work and its spirit in organization can be achieved by making positional differentiations between managers and employees, minimum that promote job involvement by it. When executive managers waive presenting top position, employees in lower level can get familiar with them more precisely and get familiar with organization trough them.

This study has some limitations. For example survey has done within Tehran’s limits that decrease generalizability of research finding. A same survey on a wider scope can overcome this issue and increases findings generalizability. Additionally, it is suggested that this survey apply by means of a larger sample and in other governmental organizations.
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