

# Job Involvement in Leadership Style: A Case Study at the Technical Institute / Nineveh

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**ABSTRACT**--The study focuses on revealing the role of the leadership style in the organization under research, determining the level of job involvement among employees at the technical institute in Nineveh, suggesting techniques to encourage job involvement among employees at institutes and especially the technical institute in Nineveh, and solving the problems of job involvement encountered by employees. The study has reached the result that there is a moral relationship between job involvement and the style of leadership. The study has also come up with the result that individuals feel with real pleasure at work at the institute and it has got the highest positive assessment. The highest negative assessment can be represented by the sentence ( I feel with psychological rest when dealing with my boss at work ). Other aspects which can be represented in the following (my colleagues help me at work, my boss gives me much freedom at work, my job preoccupies me even after finishing it, I feel lively when doing my job, and I invest most of my scientific ability and job experience at work) have got an intermediary one. The study recommends that it is necessary to make a periodic measure to gauge the involvement level at work to know and consolidate the positive aspects and also to know and treat the negative aspects. The study calls the institute administration to hold periodic meetings to discuss those issues that are related to the job and it also calls for the necessity of disseminating the theme of helping one's colleagues at work and to work in teams, besides teaching employees how to invest their skills and abilities at work via training and continual rewards.

**Key Words**- job Involvement, Leadership Style

## I INTRODUCTION

While various organizations, whether in kind or size, and the sectors working within strive to improve their organizational outcome, then they are continuously trying to know the various practices which themselves improve the outcome; of these, in particular, are the practices that have to do with the workers. One of the notions that have left a positive impression since the beginning of the 1990s in improving the organizational outcome is the one which is called (job Involvement). It is the notion that deals with the desire of the workers to be distinguished and to perform various job tasks as active members in the organization whose aim is to help the organization and lead it towards success through giving it the best they can offer.

The concept (job involvement) has appeared for the first time and means the usage of employees of various kinds of resources whether they are related to finance, knowledge, or passion they have to perform job tasks. The state of job Involvement among workers are formulated accordingly to achieve pre-established conditions which involve firstly to feel self safe by virtue of the active personal resources that are dedicated to reach at the sought for performance. Secondly, to make workers feel with the meaning and value of their job; some people think of (job Involvement) as a comprehensive notion which is related to the guided use of oneself to boost performance,

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consequently all the psychological concepts that link employees with their jobs constitute part of what is called (job Involvement), among these notions are the following: stimulation, job satisfaction, organization commitment, and organizational civilian conduct.

The overall framework of the study consists of the following: (Section One: Study Methodology), (Second Two: Theoretical Framework), (Section Three: Practical Framework of the Study), and (Section Four: Suggestions and Recommendations).

## **II RESEARCH METHODOLOGY**

### ***First: Research Problem***

In the light of what has been previously mentioned and starting from the results reached at by the previous scientific studies and researches, the problem of this research namely is (the decrease of "job Involvement" level among employees at the Technical Institute in Nineveh). This has motivated the researcher to conduct a scientific study which includes diagnosing and tackling the problems the face the process of improving and increasing the degree of (job Involvement) at the Technical Institute in Nineveh so as to determine the effect of the external factors within the job environment on the job Involvement.

### ***Question:***

What is the main cause of the decrease in job Involvement levels?

### ***Two: Aims of the Research***

- 1- To reveal the role of the leadership style in the organization under research.
- 2- To specify the level of job Involvement among employees at the Technical Institute in Nineveh.
- 3- Suggesting new techniques to boost job Involvement among employees at various institutes and especially the at the Technical Institute in Nineveh.
- 4- Dealing with the problems employees encounter during job Involvement.

### ***Three: Importance of the Research***

In general, the research derives its importance from the prominence of the concept (job Involvement) in the events during the last years and the increasing trends of so many establishments whether locally or internationally in the application of this concept via formulating long-term goals in the form of strategies in order to achieve the goals of the establishment as a whole. That reflected the need to develop the performance of the leader to keep pace with the advance in the rules of vocational behaviour and the criteria of vocational practices for employees, on the other hand, it has been found that most studies are concerned with job pressure and its relation with job involvement, yet ignored the leadership style to back up employees. Henceforth, the study takes its prominence from the two aspects below:

### ***Scientific Importance***

- a- the novelty of (job involvement) and it is, somehow, of the modern subjects locally and internationally.

b- studying the modern role of the leader or manager whilst the problems of employees, concerning achieving this involvement at work, aggravate.

c- setting an intellectual frame to develop the role of the leader to address the problems of the employees.

d- the scarcity of researches that tackle job involvement under the leadership style; this role has not been dealt with but by few scientific researches in the Arab countries, this is according to the researcher.

#### ***Practical Importance***

a- the emergence of many problems at institutes, universities, and educational and non-educational establishments globally, besides the economic and political situations considering the role they play in stimulating employees to be involved in the job, all that has placed the leadership style at the beginning of the subjects to be tackled by organizations in how to achieve this notion.

b- those people running institutes should be informed about the role which the above style can play in encouraging employees to be involved in their jobs.

c- to activate and develop the role played by employees via presenting suitable recommendations to improve operations and the various activities of institutes.

#### ***Four: Research Hypotheses:***

Hypothesis One: there is a moral relationship having a statistic significance between job involvement and the leadership style.

### **III THEORETICAL FRAMEWORK**

#### ***First: Job Involvement***

##### ***Preliminary:***

Job involvement is one of the important issues in administrating human resources for it has some relation with a number of variables the have to do with behaviour of those working in job organizations such as absence and working, leaving work, and the efforts exerted at work. Job involvement is somewhat of the modern terms if compared with others in the sphere of human resources administration (13).

The term job involvement has spread to be the stimulus to encourage workers and is a main to construct a competitive feature at labour markets. For individual, it has become the key for self development, satisfaction at work, stimulation, and steering one's conduct towards the target (14).

**Table 1:**The notion of job involvement

No.	Researcher	Definition
1	Khan & et al, 2011	It is the degree of absorption in job whether psychological or sentimental
2	Al-Mantawi, 2007	It is the psychological relationship between the individual and his job and its role in formulating self imagination and it clarifies the extent of the of the connection between him/her and the job
3	Azeem, 2010	The degree whereby the individual psychologically integrates with one's job or

		the importance of the job in the overall self image of the employee
4	Pfeffer, 1994	It constitutes one of the active techniques to improve the performance of those working in the organization , some view it as a major factor to boost employees to work, besides it achieves self satisfaction for the employee and encourage the latter to improve and develop their abilities and skills. (9)

***Importance of Job Involvement: this importance is represented by***

(1)-Job involvement is an important feature of the features of systematic life and a basis to reach organizational efficiency and positive reactions on the part of the employees. (10)

(2)-Societies should give due regard to the relationship between the organization and the individuals; the extent to which individuals relate to the organization affects both performance and product and consequently affects the total product of the society.

(3)-Increasingly, organizations work on raising the value of human resources so as to gain a competitive feature and job involvement is one way of investment in human resources. (8)

(4)-Job involvement has a moral impact on so many important organizational results such as job performance, predicting the behaviour and conduct of some workers such as leaving work or being absent. (11)

(5)-How job involvement is connected to workers' consent to some changes and advances that organizations require, for it alleviates the resistance of workers to these changes. For instance, job involvement is firmly connected with the factors of success in the application of total quality management programme. These factors are essential for the success of job involvement programme that has to do with workers. (12)

The results reached at by (Gallup) in the United States of America emphasize the importance of job involvement. These results hold that the economic influence of workers who are not absorbed in their work costs American labour organizations up to (500) million dollars every year as part of product costs and this is the economic impact of non-involvement. Moreover, this effect may exceed that limit to reach the negative impact which affects the health and the psychological aspect of workers when they feel that they are not involved or absorbed in their job. This is the social effect of non-involvement. (8)

It is note worthy here that since 1970 many organizations have applied job involvement programmes and this application was to meet the urgent need to improve quality and efficiency at work. Despite the vast success in job involvement programmes, there were other programmes which indicated that there were ambiguous results. Most of these programmes concentrated on job effectiveness and product quality. These programmes have not paid much attention to other important issues which are necessary to reach at quality, as encouraging confidence between workers and management and participating in decision making. To address this dilemma, many organizations have tried to reach absolute partnership yet, these trials encountered many obstacles. (13)

***Ways of Consolidating Job Involvement among Workers***

There are so many ways that can be followed in order to boost the feeling of job involvement among workers:-

(1)- Personal Development Chances: Setting a strategy that provides chances for development should based on finding learning education. This would boost learning for it is acknowledged by the high management,

executive managers, and employees in general as a basic organizational process to which they are committed to and absorbed in continuously. And considering learning education as " development means " which encourage employees to adhere to a number of positive evaluative manners including learning. It has the following characteristics: managing self learning neither supervision nor orders and building long-term abilities rather short-term amendments and independent learning would be encouraged and it happens when individuals actively seek knowledge and skills that consolidate the aims of the organization. (14)

This strategy should also cover the chances of job development, and how to guide, support, and encourage individuals if they are to achieve their abilities and a successful vocational future in the organization in a way that goes with their talents and prospects. (14)

(2)- Organizational Trust:- this subject has become the focus of attention of many studies, namely organizational conduct. This is so due to the importance of this subject and its direct relation with vast number of organizational variables which, in turn, have an impact on the success and advancement of organizations and the ability to achieve the sought goals efficiently and actively. If the importance of organizational trust is clear at the present time, it will increase dramatically in the future because the organizations are directed towards open relationships and depend on information rather than control. The study of organizational trust has developed at the level of individuals, groups, and organizations, and because of the importance of themutual trust in improving relationships, exchanging information,opinions, illuminating ideas, and the ability to achieve cooperation to realize shared goals, so mutual trust is a main variable in relationships and human interaction and is strongly related to the prediction of human conduct and its success concerning predicting job satisfaction in nowadays organizations. (15)

(3)- Management Competence :- It has been paid increasing attention by educated people, practitioners who are concerned with the human resources issue. In the light of the on-going variables at work and the accompanying pressures of global competition, organizations adopt modern administrative notions so as to realize the competitive feature, so many organizations take care of their human resources via adopting the notion of competence. (16)

Job competence, for employees at institutes, is realized via improving abilities practically in order to be a comprehensive system to develop human participations, the thing that affects the warrants of individuals at work and pushes them act directly, be creative, and bare responsibility and that is referred to as the beginning with job competence considering it a basis for the strategic management structure of the organization.

(4)- Authorizing Warrants:- It is the key of the system and the most important administrative affairs which has priority above all other considerations. The reason behind that is the fact that there is no human being, whatever his/her powers in administration and mental abilities were, capable of supervising, in a direct way, all the jobs done by the employees without physical or mental weaknesses which would happen even later on. that would force him/her to postpone his commitments which, in turn, may lead to disorders and breakdown in the management system. Granting warrants is the process whereby the administrative manager recommends one of his subordinates to practice part of his/her authorities. (17)

This aims at realizing organizational health via the participation of employees at the establishment in decision-making and getting rid of decentralization and achieving management reform.

(5)- Job Satisfaction:- This is quite important in the study of the organizational conduct and every organization tries to disseminate among its workers, that is every employee should feel with satisfaction towards his/her job which improves and develop their performance. (18)

### ***Elements of Job Involvement and the Related Variables***

It is difficult to specify the elements of job involvement considering the numerous terms which can be used as alternatives and also as measures for job involvement (such as quality circles and continuous improvement (10). However, it can be said that job involvement is connected with five groups of knowledge variables: personal features, stance features, and job results. There is no feature of the already mentioned ones that is connected to job involvement in a way greater than the other.

Job involvement is a cause and an effect at the same time of job behaviour or conduct. Personal and stance variables have independent effects on involvement, whereas stance variables seem to have a greater effect on trends and on the decrease in job involvement among individuals more than on the increase of job involvement among individuals. Since the presentation of job involvement in (11), then followed hundreds of empirical studies that deal with job involvement and its relationship with a group of various personal and stance features in different job conditions. From an organizational view point, job involvement is the main key to motivate the employee, it is also the main basis to construct a competitive feature at the labour market. From a personal point of view, job involvement is essential for development and self satisfaction at work. It is also a basis for motivation and directed conduct towards goals. (19)

It is worth mentioning that in (20) there are so many notions of job involvement that are referred to and that are presented by organizational literary works. These can be put in four basic elements:

- (1)- job is the focus of attention in life.
- (2)- active participation at work.
- (3)- performance is the basis for the achievement of oneself.
- (4)- performance is connected to selfness.

According to (21), job involvement can be classified into two groups:

- (1)- one holds that job involvement is based on the performance and self-assessment of individuals. For instance, job involvement is related to the extent to which one's assessment is affected by performance level.
- (2)- one that describes job involvement as one of the self imagination elements of the individual. For example, job involvement is the degree at which the individual is psychologically connected with his/her job or it is the importance of the job to the total self imagination of individuals.

### ***Limits of Job Involvement***

- (1)- the existence of strong motivation in individuals
- (2)- to feel responsible for the organization's welfare
- (3)- the impact of self assessment
- (4)- the impact of the relationship between the individual and job
- (5)- the impact of the relationship of one's identity with job (22).

***Study No. (30) points out that the following are of the variables referring to job involvement***

- (1)-the work in the current job should achieve absolute satisfaction for the employee in his life.
- (2)-the employee should be preoccupied with the job even afterwork.
- (3)-the employee should have strong relationships with the job that are hard to break.
- (4)-the employee should be very accurate in his job.
- (5)-the employee should always be absorbed in his/her job.

**Study (24), too, points out that the following are of the variables referring to job involvement**

- (1)-one's main concern in their life should be the job.
- (2)-active participation in the job.
- (3)-performance is the basis to realize selfness.
- (4)-performance is connected with self notions.

**TWO: Leadership Style**

**Preliminary:**

At the present time, much attention is paid to the leadingstyle due to the desire of educational managements to grow and prosper. To achieve what is intended from the educational process which aims at improvement and development, the leading styles ought to be uncovered and so their practices in the educational field especially institutes. From the modern view point, management is a human job, its success depends, to a large extent, on cooperation and on participation among workers at the establishment. It also depends on the ability of managers to use the capabilities in a way that ensures the highest amount of product within the shortest possible period of time and with the least effort and cost. Hence, the importance of the manager is embedded in all sectors of life whether economic, social, political, and educational (20).

**Table 2:** The notion of the leading style:

researcher	Definition
G.Cummings et al 2018	A process whereby an individual affects a group of individuals to achieve a common goal (26)
Abdul-Allah, Nahida Ismaeel, 2009	It is the practical behavioural trends chosen by the administrative manager and according to which s/he acts in the organization and it is the framework which determines the relationship with the subordinates (27)
Durbin, 1990	It is the way followed by the leader to guide others (28).
Salim, 1995	The process through which one can steer the behaviour of individuals and groups and that is met by urging them to work eagerly to achieve specific goal (6).
Mahmood, 2002	It is the style followed by the leader when dealing with subordinates (29)

The modern classification of the leading style:

No.(30) refers to the leading styles as follows:

- (1)- Arbitrary Leadership: It is

(2)- Loose Leadership: It conveys information to workers and leaves them free without any intrusion on the part of leader which would lead to decreasing production and the worker show little respect to the leader and the individuals feel at loss and unable to know each other.

(3)- Democratic Leadership: This type is based on mutual respect between the leader and the group, considering them important elements and complementary to each other. Here chances are given to everyone to innovate, to create, to make decisions, and to follow instruction and orders. The leader here permanently resorts to consulting the subordinates and make them help him/her not even in solving problems, but also in decision making as well.

***Style of Leading:-***

It is a constant behavioural one and a distinguished feature in the conduct of leaders.

No.(31) indicates that it specifies the following:

- (1)- Transformational Style of Leading.
- (2)- The Style of Leading Transactions.

***(1)- Transformational Style of Leading:***

It grants employees due value, encourage them to consider cleanliness of the top priorities, and motivate them to achieve the best self states according to (Burns). This style helps employees to achieve the highest level of demands and establish confidence between the leader and the team members. By so doing, those members realize the importance of their tasks.

No.(31) specifies four dimensions of the above style:

- (a)- The vision motive: It distributes tasks that are meaningful and difficult to members in order to make them know the leader's expectations. The objective of this is to create enthusiasm for work among subordinates and allow them to perform a better performance.
- (b)- The moral dimension.
- (c)- Leadership Charm: It means to give value to team members, to interpret the tasks' importance, and make them feel with honour to get respect and trust.
- (d)- Individual vision: It considers ability and demand. It ensures reasonable needs for the team members at the suitable time to enable them work hard depending on their capabilities.

Similarly, no.(31) specifies three dimensions of transformational leadership:- (a) Inspired charismatic leadership, (b)- Intellectual motivation, and (c)- Individual vision.

***(2)- The Style of Leading Transactions:***

Lethord defines this style as a style by a leader that is directed towards tasks. It depends on suitable stimuli at the appropriate time. Unlike the former, this style helps establishments to realize their goals by job rewards and payments. Bass argues that the intellectual stimulus may motivate subordinates to look for problems and solve them actively. The essence of dealing with transactions is exchange, this would stimulate subordinates to work via granting them rewards. It aims at meeting the internal needs of the team members and guiding them properly and encouraging job followers to via exchange at the suitable time (Bass). By knowing the need of the team members totally and specifying their roles, the leader who has the style of exchange leadership helps the team members to finish their jobs. This style of leading follows the unit of finishing the job and self recognition. It aims at helping leaders and team members to benefit from each other. According to Bass, this style falls into the

following aspects: conditioned reward and management by exception. Urgent reward refers to the suitable reward given by leaders to encourage team members as a type external stimuli which include extraction reward and adhering and loyalty. Management may be taken as positive and negative. The former is realized by exception and refers to the members of the watch team at any specific moment to ensure the completion of tasks. While the later is conducted by exception when certain requirements are violated and errors take place (31).

## **IV THEORETICAL FRAMEWORK**

### ***First: study sample and community***

The Technical Institute of Nineveh located in Mosul city was established in 1992. The first group of students graduated in 1994; the first period of study is just two years then the graduate is awarded a certificate of diploma in various specializations represented by the departments of the institute which are ( accounting department, legal administration department, financial and bank sciences department, computer information system department, and the department of tourism and hostelry ). The institute holds all the students from all Iraqi governorates for it follows central admission system which covers all Iraqi universities and institutes. The institute distributes many graduates of various specializations, which have been previously mentioned, to Mosul markets in particular and Iraqi ones in general. The administration of the institute is always ready to provide all support it can to the educational process in order to enhance its efforts. After being acquainted with the scientific departments, the administration of the institute, and the factors of job involvement, and the style of leadership it has become clear that there is only partial application of these factors to improve the quality of the educational process and that this application faces many obstacles and problems and for this reason this study has been initiated.

**The study involves a group of (200) employees at the Nineveh Technical Institute.** And the study sample is chosen randomly and consists of (122). Of them (89%) responded and re-filled the questionnaire after listing all the needed information.

### ***Two: Study Tool***

A questionnaire has been designed and developed to measure job involvement in leadership style via studying the theoretical framework and the previous studies in this field. This questionnaire has been sent to specialists to be judged, they are (prof. Dr. Muhammad Abdul-Wahab Al-Azzawi, Dean of the Administrative Technical college, Dr. Nawal Younis, Asst. Prof. Sultan Ahmed Khleef, a lecturer at the Technical college). The necessary amendments have been made on the scale according to their notes. The study consists in the following:

Ten phrases which the study sample individuals are to determine their response to each one in accordance to the fivefold graduation scale of Lecruit which consists of five levels (strongly agreeing, agreeing, neutral, disagreeing, and strongly disagreeing).

### ***Three: Honesty and Reliability of Tool***

The study tool is characterized by honesty and reliability for it has been used in some studies which in turn have done the same. It has been also tested in this study via testing the reliability factor of the tool using the coefficient of (KrunambakhAfa) for internal registration which recorded (0.93) and it is a high coefficient.

**The Employed Statistics**

A number of statistical methods were used as follows:

- 1)- Descriptive statistical analysis such as repetitive distribution of answers, percentages, and averages.
- 2)- Inferential analysis such as Berisun correlation coefficient, Sperman-Brown equation to calculate reliability coefficient, intermediary factor, and testing Kai's quadrate to differentiate between answers.
- 3)- Testing (t) for the one sample.
- 4)- Research community, sample distribution, and response rate.

The study community holds all individuals working at the (Nineveh Technical Institute) of (managers, Heads of scientific departments, and employees). The table below illustrates the distribution of samples and response rates:

**Table 3: Sample Distribution and Response Rate**

Community no.	Reason of selecting sample type	Sample volume	Correct forms	Response rates
200	Usage of relative distribution according to institute	122	109	89.3%

The following is the equation Herbert Arkin, an equation for measuring sample volume.

**Table 4: At work, I concentrate in my job**

	number	Rate	average	Criteria deviation	Relative weight
Strongly disagreeing	11	10.1%	3.395	1.291	67.9
Disagreeing	11	10.1%			
Neutral	44	40.4%			
Agreeing	10	9.2%			
Strongly agreeing	33	30.3%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (at work I concentrate on my job) with relative average of (67.9%) and the following graph clarifies the opinions of the sample individuals.

**Table 5: I feel lively at work**

	number	Rate	average	Criteria deviation	Relative weight
Disagreeing	11	10.1%	3.303	0.788	66.1

Neutral	65	59.6%			
Agreeing	22	20.2%			
Strongly agreeing	11	10.1%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (I feel lively at work/in my job) with relative average of (66.1%) and the following graph clarifies the opinions of the sample individuals.

**Table 6:** I invest most of my scientific abilities and job experience in my job

	number	Rate	average	Criteria deviation	Relative weight
Disagreeing	11	10.1%	3.807	1.084	76.1
Neutral	43	39.4%			
Agreeing	11	10.1%			
Strongly agreeing	44	40.4%			
total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (I invest most of my scientific abilities and job experience in my job) with relative average of (76.1%) and the following graph clarifies the opinions of the sample individuals.

**Table 7:** I feel with psychological stability when I deal with my boss at work

	number	Rate	average	Criteria deviation	Relative weight
Strongly disagreeing	22	20.2%	2.789	1.081	55.8
disagreeing	11	10.1%			
Neutral	44	40.4%			
Agreeing	32	29.4%			
total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (I feel psychologically comfortable when I deal with my boss at work) with relative average of (55.8%) and the following graph clarifies the opinions of the sample individuals.

**Table 8:** I am preoccupied with my job even after work

	Number	Rate	average	Criteria deviation	Relative weight

Disagreeing	22	20.2%	3.596	1.123	71.9
Neutral	33	30.3%			
Agreeing	21	19.3%			
Strongly agreeing	33	30.3%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (I am preoccupied with my job even after work) with relative average of (71.9%) and the following graph clarifies the opinions of the sample individuals.

**Table 9:** At work, my boss gives me a lot of freedom

	number	Rate	average	Criteria deviation	Relative weight
Strongly disagreeing	11	10.1%	3.29	1.279	65.9
Disagreeing	22	20.2%			
Neutral	22	20.2%			
Agreeing	32	29.4%			
Strongly agreeing	22	20.2%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (At work, my boss gives me a lot of freedom) with relative average of (65.9%) and the following graph clarifies the opinions of the sample individuals.

**Table 10:** At work, the boss leaves members at ease

	number	Rate	average	Criteria deviation	Relative weight
Disagreeing	11	10.1%	3.11	1.204	63.2
Neutral	55	50.5%			
Agreeing	21	19.3%			
Strongly agreeing	22	20.2%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (At work, my boss leaves member at ease) with relative average of (62.2%) and the following graph clarifies the opinions of the sample individuals.

**Table 11:** I find real pleasure when I do my job

	number	Rate	average	Criteria	Relative
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				deviation	weight
Disagreeing	11	10.1%	4.30	1.014	86.1
Neutral	11	10.1%			
agreeing	21	19.3%			
Strongly agreeing	66	60.6%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (I find real pleasure when I do my job) with relative average of (86.1%) and the following graph clarifies the opinions of the sample individuals.

**Table 12:** At work, my colleagues help me

	number	Rate	Average	Criteria deviation	Relative weight
Disagreeing	22	20.2%	2.991	0.631	59.8
Neutral	11	10.1%			
Agreeing	45	49.5%			
Strongly agreeing	22	20.2%			
Total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (my colleagues help me in my job) with relative average of (59.8%) and the following graph clarifies the opinions of the sample individuals.

**Table 13:** To my boss at work, I offer the best I can do

	Number	Rate	Average	Criteria deviation	Relative weight
Disagreeing	22	20.2%	3.697	1.014	73.9
Neutral	11	10.1%			
Agreeing	54	49.5%			
Strongly agreeing	22	20.2%			
total	109	100%			

The above table illustrates that the sample individuals of the study tend to approve on the phrase (To my boss at work, I offer the best I can do) with relative average of (73.9%) and the following graph clarifies the opinions of the sample individuals.

## V RESULTS AND RECOMMENDATIONS

### *First: Results*

The study comes up with the following results:

- (1)- There is a relationship between job involvement and leadership style.

- (2)- Individuals feel with real pleasure at work at the institute and that recorded the highest rate (86.1%).
- (3)- The highest negative rate is represented in that employees feel psychologically restless when dealing with the manager which recorded (55.8%).
- (4)- As for other aspects (my colleagues help me in my job, my boss gives me a lot of freedom in my job, I am preoccupied with my job even after work, I feel lively in my job, and I invest most of my scientific abilities and job experience in my job), this has got an intermediary rate.

### ***Two: Recommendations***

After seeing the study results, the researcher recommends that:

- 1- It is necessary to initiate a periodic measure or gauge to observe involvement levels during the work to know the positive aspects and improve them and to know the negative ones and treat them.
- 2- It is necessary that the administration of the institute holds periodic meetings to discuss issues related to the job.
- 3- It is necessary to spread the theme of helping one another and to work in teams.
- 4- The employees should be taught how to employ or invest their abilities and experiences at work by way of training and periodic rewards.

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## Appendix

Ladies and gentlemen:

I greet you all....

The researcher is conducting a study entitled "Job Involvement in the Light of the Leading Style: A Case Study at the Technical Institute/Nineveh"

The researcher wishes that you help her by accurately answering the questions in the check list and your answers will have a great impact on the degree of accuracy and correctness of the results that are listed without mentioning their writer. The researcher promises that she will use them only for the sake of statistical analysis to reach at the scientific results of the study.

Thank you for your cooperation...

Peace upon you

Researcher

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### Check List

In this research, the job investment notion in leadership style will be tackled and all the phrases (questions) will be gathered in one sheet via analyzing the data that are obtained from the sample of the research which consists of (Technical Institute/Nineveh) depending on the statistical programme to know repetition, percentages, the arithmetical average, and criteria deviations. So this axis will tackle the following:

Presenting questionnaire form through which the data were collected from the sample of the research.

### Check Form:

A)- Job Involvement: the degree the individual is absorbed in the job he/she is in and feels its importance. Involvement means that the individual must like his/her job in which s/he is involved. Those who like their jobs work with efficiency higher than their counterparts who do not.

b)- Styles of Leadership: a process whereby one individual affects on a group of individuals to achieve a common goal.

	Questions	Strongly agreeing	agreeing	neutral	Strongly disagreeing	disagreeing
1	At work, I concentrate on my job					
2	I feel lively at work					
3	I invest most of my scientific abilities and job experience at work					
4	I feel restless, in spirit, when I deal with my boss at work					
5	Even after work, my job preoccupies my thinking					
6	My boss gives me much freedom at work					
7	My boss leaves subordinates at ease					
8	I find real pleasure in my job					
9	My colleagues help me at work					
10	My boss shows the best of my performance					