The Association of Job Involvement with Group Counseling Based on Motivational Interviewing

mehdi alimohammadi¹, Kianoosh Zahrakar, Professor¹, Farshad Mohsenzadeh, Assistant Professor.¹, and AbdolRahim Kasaei. Assistant Professor. ¹

¹Affiliation not available

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Introduction

To enhance the employees’ performance, the leaders of organizations have considered the latest procedures in the current extremely competitive atmosphere. It is vocalized by Nelson and Cooper (2007) that observing the organizational behavior in a different way, causes to consider the occupation with a new look and concentrates on positive attributes of individuals and organizations without paying attention to disease or dysfunction (p. 3). Based on positive attributes, we predict that fortifying job involvement can be considered as a significant variable which influences the organization's outcomes. As claimed by Kanungo (cited in Eldor & Harpaz, 2018), job involvement means, “cognitive or belief state of psychological identification”. Supposedly, individual’s internal cognition of activity identities or beliefs is the foundation of job involvement (Peng, 2018; Robbins & Judge, 2018, p.50). Psychologically, people are identified by their job and work activity is supposed essential to self-concept (Welbourne & Sariol, 2017; Zagenczyk, & Murrell, 2009; Ho, 2006; Carson, Carson, & Bedeian 1995). Brown (1996) noted that occupation activities swallow an enormous proportion of time; moreover, a fundamentally vital aspect of every body’s life is constituted by it. Shy, Hu, and Chuan (2018) pointed out two aspects for job involvement. The first one is the work enthusiasm level and secondly, the work identification that must be stronger than others. Typically, accumulation of workplace rewards is a subsequence of fortifying job involvement and it plays a dominant role in heightening factors e.g. continuance commitment (Dawkins, Tian, Newman, & Martin, 2017; Erdheim, Wang, & Zickar, 2006). Lambert, Qureshi, Frank, Klahm, & Smith (2018) proposed, when an individual places the job at the center of his life’s interest, his job involvement takes a high degree. The well-known saying: ‘I live, eat, and breathe my job’ describes an individual whose job involvement is strongly high (Lambert et al., 2018; Peng, 2018; Yeh, 2018; Kong, 2013; Lambert, Minor, Wells, & Hogan, 2016; Nyambegera, 2000). Overall, self-accomplishment, positive and career-oriented psychological state are established by influential job involvement (Peng, 2018).

Job involvement is one of the most important attitudes that as well as job satisfaction and organizational commitment specify much researches to make their concepts understandable (Robbins & Judge, 2018, P.50). Subsequently, job involvement and organizational commitment possess reversal relationship with absenteeism and turnover (Lambert et al., 2018; Erdheim et al., 2006; Lam, Lo & Chan, 2002; Brown, 1996). Considering and developing job involvement is important because it impacts the various organizational variables such as organizational culture (Taştan & Türker, 2014; Taştan, 2013), creativity (Eldor & Harpaz, 2018), organizational commitment (Erdheim, Wang, & Zickar, 2006; Lambert et al., 2018), performance (Brown & Leigh, 1996; Nirwan, 2017) and innovative behavior (Peng, 2018). Investigating job involvement is necessary because others’ research results indicate that it is influenced by different variables e.g. employees’ character (Brown, 1996), coaching and team effectiveness (Shy et al., 2018), emotional intelligence (Yeh, 2018), leader’s creativity (Zhao & Guo, 2019), career competencies (kong, 2013), perceived organizational support (Cheng,
2011), change-oriented leadership (Mikkelsen & Olsen, 2019), psychological climate (Brown & Leigh, 1996) and job characteristics (Moynhian & Pandey, 2007). Motivation improvement is one of the factors to impact job involvement. Based on Mills (2011), inner motivation to fulfill the responsibility can be stimulus of job involvement and the combination of internal motivation and attempt, and then the proportion of job involvement will be increased (Mills, 2011). With regard to change human force to a persistent worthy capital that can add value to the organization, it is important to provide a condition for employees to work highly motivated in a safe and calm atmosphere. They must employ their maximum attempts and abilities or job involvement toward achieving organizational goals.

The work-related responsibilities need a vital factor that is called motivation (Rochat & Rossier, 2016). Counseling sessions fortify attention through motivation that is effective on treatment (Ryan, Lynch, Vansteenkiste & Deci, 2011). One of the job involvement components is internal motivation and the other is supposed as the individual’s active participation in the job, physically or mentally, that is the foundation of self-esteem and self-concept which extraordinarily affect the job involvement (Ho, 2006; Pelkey, 2017; Welbourne & Sariol, 2017). Various variables have the effect on job involvement, so possessing high job involvement keeps the competitive mood in a way that the others are encouraged to enable their constructive abilities such as self-esteem (Pelkey, 2017). Motivation is assumed as the foundation of counseling and treating hopelessness. Employees’ engagement and participating in making change cause formative and long-term results (Ryan et al., 2011). According to Srivastava’s research (2014) employees’ motivation is related to the job involvement, so low burnout individuals are more job involved and organizational committed; moreover, low level of motivation is caused by high burnout. This is depicted in the research of Skipworth (2016) that there is a small or medium positive relationship between intrinsic and extrinsic motivation and satisfying job involvement or organizational commitment for who works in nontraditional organizations. According to the represented evidence, we understand that the employees who get pleasure and satisfaction out of job involvement approve their importance and value completely. So, they are more satisfied and eager to be loyal toward the job and organization (Fernet, Trépanier, Demers, & Austin, 2017). According to Awuja and Ahiakwo (2019), making change needs energy and motivation is the stimulus of it and energizes the individuals to reach the goal as well as representing the necessary actions which must be accomplished toward reaching goals. For instance, the sufficient amount of teacher’s motivation leads him to an influential job involvement and finally teaches perfectly that causes the students’ good performance. As regards, it can be noted that occupation and influential organizational or job commitment as the changeable policy can associate with motivation effectively in the job area (Fernet et al., 2017). Moreover, there is positive relationship between motivational needs and job involvement or negative relationship between motivational tension and job involvement (Azuwaj & Ahiakwo, 2019). In line with this result, Brown (1996) stated the individuals either are being stimulated by or drawn in their occupations deeply as well as being alienated from it not only mentally but also emotionally. Besides, internal motivation that causes work accomplishment is the real reason of job involvement (Mills, 2011). Intrinsic motivation as an internal factor is a personal intention for overcoming the job challenges and communicating with trustful colleagues. Job satisfaction comes from intrinsic motivation. There is difference between the employees who have different stimulus for being motivated. Therefore, knowing them and discovering their motivational factors are vital. The leaders can motivate the staff by intrinsic and extrinsic motivators, too (Azuwaj & Ahiakwo, 2019).

Kiruja and Mukuru (2018) remarked that motivation as an inner stimulus or external factor helps the employees to behave particularly that finalizes rewards. Moreover, a formative component in a competitive area is motivation that can help the employees intrinsically to perform better. Productive and satisfied employees perform loyally and do not desire to change their workplace.

One of the most interesting approaches to make the employees explore the career is motivational interviewing because it helps them to understand that career is the acceptance of many responsibilities- exactly something that is tough to accept (Krieshok, Motl & Rutt, 2011). Motivational interviewing is a collaborative conversational style for strengthening a person’s motivation for commitment and change (Fortune, Breckon, Norris, Eva & Frater, 2018; Rosengren, 2018, p.12; Wilcox et al., 2017, p.19). Motivational interviewing also recognizes that people have the right to self-determination, to decide whether they will or will not change, to
what degree, and how they will do so. Clients are credited with autonomy to make the correct decisions for
themselves in every session of counseling (Corcoran, 2016, p.1). As a clinical approach to cure substance use
disorders, motivational interviewing was developed in the 1980s (Laws et al., 2018; Wilcox et al., 2017, p.19;
Fortune et al., 2018). Health care uses the benefits of motivational interviewing; moreover, interestingly, the
other organizations and systems, such as legal system utilize it to develop change in behavior which can
support others’ well-being (Wilcox et al., 2017, p.19).

Contribution in adapting, engaging and searching can develop ideal manner in employees. But, what is the
best method to stimulate workers to participate more and more in their jobs? (Krieshok et al., 2011) Britt,
Sawatzky & Swibaker’s research (2018) about motivational interviewing toward enhancing employment con-
cluded that in accordance with job, motivational interviewing is influential in three areas: increasing job
motivation, participating in job activities and continuing the job. Motivated employees are known as the
creative, reactive and enthusiastic people and committed to their organizations and customers, so their in-
volvelement has significant impact on the workplace (Kuruja & Mukuru, 2018). The purpose of motivational
interviewing is change that some of the individuals need it. The evidences illustrate that motivational in-
terviewing is an intervention that is influential alone; besides, it is able to impact the employees’ fulfill-
ment (Gance-Cleveland et al., 2017). One of the significant motivational interviewing principles is creating conflict
or disagreement in staff’s condition. The time difference is provided for the staff so that they can witness a
big difference between their current behavior and future goals. The motivational interviewing psychologist
represents an active role in creating these differences by listening skills (Glynn & Moyers, 2010). It is expec-
ted to represent the effectiveness of motivational interviewing-lead on several sorts of situations; besides, the
represented approach can create trust and profitable relationships between the individuals or make the team
accomplishment better and more important than that increase the employees’ satisfaction, deduct turnover
and develop the performance of the organization (Wilcox, Kersh & Jenkins, 2017, p.29).

Accordingly, the motivational interviewing method is used as an organizational variable such as leadership
because of its specific qualities. It is necessary to observe three leadership teams to recognize when facilitat-
good results with the employees:

1. Taking organizational transition is a process.
2. Employees’ freak is supposed normally.
3. Employees must find their own alternatives to take adaptation goals (Fields, 2006, P. 5).

The purpose of current research exposes the effect of group counseling based on motivational interviewing on
job involvement. According to the evidences, we claim that developing the organization toward goal achieve-
ment is one of the consequences of improving employees’ job involvement. Mills (2011) claims that if the
employees involve in their job, the organization reaches its goal mostly; moreover, selecting the appropriate
team of staff makes the achievement easier.

Although, any researches haven’t done yet to embody the impact of mentioned interference on employees’
job involvement directly, the process attracts researchers’ attitude and create this question, is it possible the
group counseling based on motivational interviewing influences the employees’ job involvement?

Method

The current sort of research is semi-experimental based on the method of pre-test and post-test by control
group. Primarily, we did pre-test on the experimental and control groups. Then, the experimental group
was exposed to the independent variable. At the end, both of the groups, experimental and control took the
post-test.

Independent variable: group counseling based on motivational interviewing

Dependent variable: job involvement

Control variable: gender
The diagram of current research plan is illustrated as below:

<table>
<thead>
<tr>
<th>Follow-up</th>
<th>Post-test</th>
<th>Experimental intervention</th>
<th>Pre-test</th>
<th>Random selection</th>
<th>Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>O5</td>
<td>O2</td>
<td>X</td>
<td>O1</td>
<td>R</td>
<td>Experimental group</td>
</tr>
<tr>
<td>O6</td>
<td>O4</td>
<td>-</td>
<td>O3</td>
<td>R</td>
<td>Control group</td>
</tr>
</tbody>
</table>

Table 1: Research plan diagram

In the represented research, the following ethical issues are considered:

1. Health and psychological or job security of participants are given priority during the test and after it.
2. The research was done toward being effective for the participants based on respecting them and their rights.
3. Designing and fulfilling the current research are based on scientific and accepted principles as well as up to date science. The review of available scientific sources and last researches are observed in the process, too.
4. Being fair and preventing any discrimination against the participants are paid attention.
5. The participants were satisfied consciously and freely and the researchers were sure about their conscious and free satisfaction.
6. The privacy and secrecy are preserved.
7. Having the complete right to participate in the research or stop the contribution.
8. The participants’ awareness of all the interventions, methods and result of research were considered.
9. The research method must not contradict with social values and the culture of society.
10. The research results must be distributed honestly and completed by the researchers.

The statistical population of this research is all the employees of Pishro Hadid Sazeh Industrial Group who were working in the organization during 2018. Pishroo Hadid Sazeh organization is one of the biggest Iranian producer of counter and regulator of domestic and industrial gas that has been working since 18 years ago. The current number of population is 220 who are as full-time employees in this organization and have over five years of experience. In order to sample as well as provide two experimental and control groups, the first process was screening, then in accordance with the average of job involvement test, the individuals who took lower than the average score, were separated. Then, 24 items were selected randomly among them. They participated in the research at random as experimental and control groups.

Before starting the group counseling session, the pre-test was given of the two groups (experimental and control group) in a mono-session. Next, once a week, the group counseling based on motivational interviewing was provided around two hours. In the next step, after finalizing the sessions, in order to illustrate the influence of interference, the two groups took the post-test in a mono-session again. After passing two months of giving the post-test, the employees were evaluated and examined again to measure the influence of interference.

Job involvement in the considered research is the score that every individual took in the Lodahl and Kejnar’s (1965) Job Involvement Questionnaire involving 20 items of job involvement. The questionnaire was provided by Lodahl and Kejnar that determines the amount of time every individual spends for performing the activity at work; in other words, how much time does every body involve in his job?

The observed questionnaire consists of 20 items and highlights the amount of employees’ job involvement; besides, is scored according to Likert scale (totally agree=1 to totally disagree=4). The items such as 10,
13, 14, 16, 18 and 19 are scored directly, but the items 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 15, 17 and 20 are scored inversely. If the final score indicates more than 40, the individual’s job involvement is high, otherwise if it is depicted that the score is near to 80, the individual’s job involvement will be much more. Otherwise, the individual’s job involves a part of his life and he won’t have much job involvement.

Motivational interviewing as a factor to enhance individuals’ motivation can finalize to change behavior and is based on a brief evidenced intervention (Owens, Rowell & Moyers, 2017). The research motivational interviewing program is a counseling program. In this study, motivational interviewing session structure is extracted from three books:

1. Motivational interviewing for leadership by Wilcox, J., Kersh, B. C., Jenkins, E. A. (2017)

Group counseling based on motivational interviewing as the experimental variable was given to the employees during 18 sessions that every session lasted two hours, and then its impact on the research dependent variable was determined in accordance with giving pre-test and post-test. The different steps and the summary of group-based motivational interviewing session structure are as bellow.

### The summary of content

After familiarity of the members with each other, analyzing the members’ ethics, the way of contribution and being active in the group was determined. First, the group facilitator argued about the motivation concept, and then the members were asked to speak about motivation. The group facilitator stimulated the members to be active by empathic listening, precise comprehending, agreement and respect.

The facilitator considered the concept of thoughts, sensation and his action independently in the organizational atmosphere.

The group facilitator explained the empathy to members. Expressing empathy means conversing respectfully, mutual comprehension and understanding each other and try to see the world by the partner’s eye, without judge or criticism.

The facilitator explained about the different negative and positive feelings that the members had during decision making.

The facilitator explained the role of values in decision making to change and lasting change. The values are the standards of an individual in accordance with three mentioned experiences. Caring the different experiences to reach the pleasant sensation.

The facilitator pointed to the self-efficacy as one of the key component of change motivation. So, the members were asked to recognize his potential ability again and regain some part of him that supposed to lose.

The facilitator explained the role of values in decision making to change and lasting change. The values are the standards of an individual in accordance with giving pre-test and post-test. The different steps and the summary of group-based motivational interviewing session structure are as bellow.

### Table 2: Session summary

The statistical method in the current research is descriptive statistics involving average and standard deviation that in order to analyzing the data, the experiment of analysis variance with the repeated two-way measurement (the mixed design of between-subjects and within-subjects) was utilized. The SPSS-22 software was used to analyze the data of the research.

<table>
<thead>
<tr>
<th>Group</th>
<th>process</th>
<th>numbers</th>
<th>average</th>
<th>standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Control</strong></td>
<td>Pre-test</td>
<td>12</td>
<td>38.58</td>
<td>7.465</td>
</tr>
<tr>
<td></td>
<td>Post-test</td>
<td>12</td>
<td>39.17</td>
<td>7.383</td>
</tr>
<tr>
<td></td>
<td>Follow-up</td>
<td>12</td>
<td>39</td>
<td>6.994</td>
</tr>
<tr>
<td><strong>MI</strong></td>
<td>Pre-test</td>
<td>12</td>
<td>41.50</td>
<td>8.775</td>
</tr>
</tbody>
</table>
Table 3: The average and standard deviation of job involvement scores in three processes of measurement with the separated groups

In table three, the descriptive statistics related to average and standard deviation of job involvement scores is depicted by the separated control and group counseling based on motivational interviewing categories in three processes of measurement (pre-test, post-test and follow-up). As it is illustrated, there is not a noticeable difference between the reported averages of control group in pre-test and the post-test process or change follow-up; however, there is shown that the experimental group had experienced an increased score in post-test and follow-up processes in comparison with pre-test process.

Results

In order to analyze the influence of group counseling based on MI to develop the employees’ job involvement, the experiment of analysis variance with the repeated two-way measurement was used (the mixed design of between-subjects and within-subjects). The results of performing the experiment and analyzing the hypotheses are provided in the following.

Table 4: The results of Kolmogorov–Smirnov test in order to analyze the normality of score distribution

In table 4, the results of Kolmogorov–Smirnov test are shown to analyze the normality of score distribution of pre-test, post-test and follow-up of job involvement. According to the mentioned results in the table, the significance level of the evaluated statistics is bigger than 0.05, so the hypotheses of normality of score distribution is accepted.

Table 5: The results of Mauchly’s sphericity test

In the above table, the result of Mauchly test is shown to analyze the sphericity hypothesis. It is illustrated that the Mauchly’s sphericity test is not significant based on statistics which is the representation of establishing the sphericity hypothesis.
Table 6: The results of multivariate tests for analyzing the level of job involvement development based on group separation

In table 6, the results of multivariate tests are provided to understand the difference between the score average of job involvement during the process of treatment according to control and motivational interviewing groups. In accordance with the table data, the job involvement amount differences are significant just for motivational interviewing group. So, it can be concluded that group counseling based on motivational interviewing is influential and finalizes to the job involvement improvement.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Process (i)</th>
<th>Process (j)</th>
<th>The average difference between two processes</th>
<th>standard error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job involvement</td>
<td>Pre-test</td>
<td>Post-test</td>
<td>-3.167</td>
<td>0.305</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Follow-up</td>
<td>-2.083</td>
<td>0.274</td>
</tr>
<tr>
<td>Post-test</td>
<td>Follow-up</td>
<td>1.083</td>
<td></td>
<td>0.340</td>
</tr>
</tbody>
</table>

Table 7: The results of two by two comparisons based on the amount of job involvement in the experimental group

In table 7, the two by two comparisons are illustrated to analyze the difference between job involvement scores during the experimental group treatment processes. As it is obvious, there is a significant difference between the amount of job involvement scores during the post-test and follow-up processes and the pre-test process.

Discussion

According to the results shown in table 6, the differences in amount of job involvement is significant just for motivational interviewing group. Subsequently, we can conclude that the group counseling based on motivational interviewing is influential and finalizes to develop the employees’ job involvement. Furthermore, according to the data on table 7, there is a significant difference between the amount of job involvement scores during the post-test and follow-up processes and pre-test process. Accordingly, we show that the influence of group counseling based on motivational interviewing will last on developing the employees’ job involvement. The current research result is as the same as the researches that assumed the motivational interviewing approach effective on organizational variables (Klonek, Wunderlich, Spurk & Kauffeld, 2016; Rochat, 2017; Harakas, 2013; Rochat & Rossier 2016).

Suttikun, Chang and Bicksler’s research results (2018) depicted five motivational areas involving easy and free relationship in the work area, secondary benefits, noticeable advantages, job rewards beyond financial interests, contribution in organization development process and comprehending job conflict. So, these five areas with the aim of examining the correlation of job motivation and job satisfaction, impact on employees’ job satisfaction significantly. Consequently, according to the results of the current research, the employees feel more job satisfaction by the continuous cycle of motivation-attempt-award. Naturally, this factor terminates to increase the employees’ job involvement and job performance. Rochat and Rossier’s research (2016) represented motivational interviewing integrity in vocational counseling. They concluded that the motivational interviewing interference can help the vocational counseling interference and solve the job problems. In order to explain the findings, the determinative factor of vocational counseling must be observed realistically and comprehensively. Supporting the employees’ self-efficacy is one of the influential factors to increase the individuals’ job involvement in the organization. The employee’s self-efficacy must be supported by aligning his resources with career goals in the future. A motivational interviewing intervention and counselor’s responsibility is supporting the self-efficacy as a basic principle and can enable the counselor successfully. The mentioned intervention is a component to develop employee’s power of decision-making and planning (Klonek et al., 2016).

Leaders’ perfect performance for adding value to the staff by reflective listening and empathizing with them make positive emotional experiences that it can be influential on expanding staff job involvement. Improving
discrepancy, supporting employees’ self-efficacy and the roll resistance are four principles of motivational interviewing. Establishing an empathic relationship can occur by acceptance and reflective listening providing by motivational interviewing. Moreover, the difference between current behavior and personal values or goals finalizes to a change (Harakas, 2013). Concentrating on the employees’ usual activities does not have significant effect on the organization success; in fact, employees’ high job involvement is one of the reasons for making a big successful organization. Thus, in order to judge the impact of motivational interviewing on increasing the staff job involvement, it may be mentioned that the facilitator can facilitate the change and increase the staff involvement by helping them to recognize the difference of current condition with ideal condition. Thus, integrating motivational interviewing with work interventions increases job involvement that in accordance with occupation counseling, this quality may be improved more and more (Klonk et al., 2016; Krieshok et al., 2011; Harakas, 2013).

Motivational interviewing counselors support the individuals’ self-efficacy by improving their confidence, so it will be easy to change their behavior under the counselor’s consideration (Passmore, Peterson & Freire, 2016, p.342).

As the research results show, using motivational interviewing in the compact workshops, group training or group counseling offer to the organizations. Indeed, job involvement is the psychological identity that every person owns based on his job and indicates the importance of job in life. Job involvement plays a noticeable role in enhancing the organization performance. Organization leaders must pay attention to this factor and enhance it by some plans that the employees add them to their activities. Job involvement is an issue to control job burnout. In addition to satisfaction and job commitment, it can develop the organization and improve the individuals (Lambert et al., 2018). Using group motivational interviewing on the first day of staff employment is suggested to increase and institutionalize job involvement. Sayegh and colleagues’ research (2017) depicted that motivational interviewing is an appropriate tool for staff to continue the job plans.

We did this research in Pishroo Hadid Sazeh Industrial Group and its job qualities are different from other organizations and governmental or non-governmental companies. Thus, we must take precaution when the results are generalized to the staff of other organizations. According to the limitations, performing current plan is recommended to the other governmental and non-governmental organizations which own different conditions from the research sample. The organization employees were the exact samples, so organization leaders or other employees (who did not possess necessary factors to participate e.g. job experience) could not involve. When the results are generalized the precautions must be taken in accordance with different job conditions and incompatibility between two groups. According to the mentioned limitations, performing this plan is recommended to the organization leaders and institution managers in the future to generalize the results by these groups. The third limitation relates to the participants’ gender. The men were the participants, so the results cannot be generalized to the women. According to this limitation, it is recommended to the researchers to perform the current research by women in the future. The research tools are the fourth limitations because the self-report tool was used to evaluate dependent variable. Bias would happen when these tools are used, thus the amount of employees’ job involvement may be inaccurate. It is suggested to the future researches to use observational and interviewing method as well as self-report tool to evaluate the dependent variables. At the end, it is suggested to the future researchers to analyze the efficiency difference between this plan and other training or counseling plans to determine the influence of the mentioned plans.

References


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**Table legends**

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