RESEARCH ARTICLE

Job Characteristics Effect on Organizational Innovation in Ardabil Province Gas Company

Akbar Minayi  
Department of Management, Germi Branch, Islamic Azad University, Germi, Iran

Dr. Habib Ebrahimpour1  
Department of Management, Mohaghegh Ardabili University, Ardabil, Iran

Abstract
In this research, job characteristics are diversity of skills (a level in which job needs to a variety of skills), job importance (a level in which individual's job affects his life and others job), job identity (a level in which an employee do the job completely), freedom in job (a level in which a person can freely plan the procedure of his work and have his own freedom and independence) and feedback (the amount of activities a person needs to reach to the results of his job through direct and clear information about its efficacy) are related to provocation and job satisfaction. The studied statistical population is Ardabil province gas company employees. According to Cochran formula the sample size is 274. In this study, the required data gathered by standard questionnaire. Data’s being normal investigated and to test the hypothesis of research due to the three variables normal nature we have used Regression. The test result is based on the assumptions, the results of Statistical analysis indicates that this hypothesis was confirmed.  
Keywords: job quirk, human resource development, organizational innovation

Introduction
On the other hand, it should be noted that between creativity and innovation there is difference so that the corner stone of change is creativity. Innovation requires creativity and modernistic realization are related to the creativity. Organizational change is to accept a new idea or behavior by an organization and vice versa, organizational innovation is to accept a belief or behavior that is unique to industry, market or environment. Then change and organizational innovation involves the effort deliberately to make the change in the Organization and to improve the existing system and since the human is the drive for the change and innovation in the Organization, so to create change and innovation the most capital should be spent on human resources planning. In result, one of the factors that provide the context for change and innovation, is training and development of human resources, for in training and human resource development, people are equipped with the qualities with which facilitate change and innovation (Imani Pour et al, 2012: 32).

Innovation means the application of innovative ideas and creative thoughts, such as the provision of goods, services, and new ways of doing things (Kuntz et al, 1998). Sometimes the purpose of innovation is to use an old technology to solve a new problem; So that it is not already used (Filippo et al, 1975). Roberts (1988) believes that innovation is a process by which an idea or invention has become into a marketable product or service that can be presented to the market. Organizations and managers, if they are to survive and prosper in the long term, they must be innovative and continually adapt to the new situation. Process of

1 Correspondence author

www.aerussuaS.gov
creating new ideas and turn those ideas into practical and useful applications is called innovation. (Abbasian, 2012: 11).

In other words, the concept of innovation as a vital tool for the creation of value and the stability of competitive advantage of organizations are recognized in highly variable environments with ever-increasing complexity (HajiKarimi, 2009). Organizations with the power of innovation in response to changing environments and to create new features that will allow them to achieve better innovation, are more successful (Subramaniam, 2004).

Innovation initial point is dependent strongly to the knowledge, expertise and commitment of human resources as the main entrance in the process of value creation and innovation (Youndt et al., 1996).

In addition, Collins and Clark studied strategic human resource practices such as training, performance appraisal and reward them with a field study of 73 participants. The results showed that these operations play an important role in innovation. (Sadeghi and Mohtashami, 2011: 8). On the other hand, the most important model of the job characteristics model is Hackman and Oldham's job characteristics model. This model indicates that job characteristics such as diversity of skills (a level in which job needs to a variety of skills), job importance (a level in which individual's job affects his life and others job), job identity (a level in which an employee do the job completely), freedom in job (a level in which a person can freely plan the procedure of his work and have his own freedom and independence) and feedback (the amount of activities a person needs to reach to the results of his job through direct and clear information about its efficacy) are related to provocation and job satisfaction.

First three dimensions cause meaningfulness of job, fourth dimension is about the results and last dimension is related to acknowledgment about actual results of the job which all these five dimensions are summarized in MPS formula. MPS is the result of multiplying the average of the first three dimensions (job diversity, job nature and importance of the job) in the scope of work freedom and feedback. This model suggests that if the MPS of done job is at a higher level, motivation and job satisfaction increases. (Faraji et al., 2008: 87).

Considering the above problem the issue that arises is that do job characteristics may play affect and innovation in the organization?

Methods

The terms of the nature and type of research method is descriptive - correlational. The studied statistical population is Ardabil province gas company employees. They are 928 in total. According to Cochran formula the sample size is 274. Sampling method is simple random sampling, in which members have equal chance of being selected Using Cochran formula (one of the most common formula to obtain the volume of the sample) sample of 274 patients was calculated based on the pre-test.

In this study, the required data and information related to literature and theoretical sources from the library and database of domestic and foreign scientific and articles extracted from the Internet and a standard questionnaire is used. In the meantime in order to test the hypothesis the software SPSS has been used. In the present research using K-S test. The Cronbach's Alpha was 0.843 for Job characteristics and 0.697 for organizational innovation.

Results
In Multiple regression table the results of the regressions in understanding of the job is indicated. Given that the meaningfulness level of sub-hypothesis (skill variety, job identity, job importance and job feedback and job autonomy) has a significant impact on the prediction of job knowledge. The research sub-hypothesis is not rejected. According to the coefficient of determination, the amount of 0.99 of dependent variable changes can be explained by the explanatory variables in the model.

Table 1: Multiple regression

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-.007</td>
<td>.005</td>
<td></td>
<td>-1.350</td>
<td>.178</td>
</tr>
<tr>
<td>Variety of skills</td>
<td>.203</td>
<td>.003</td>
<td>.231</td>
<td>73.301</td>
<td>.000</td>
</tr>
<tr>
<td>Job Identity</td>
<td>.199</td>
<td>.003</td>
<td>.228</td>
<td>65.981</td>
<td>.000</td>
</tr>
<tr>
<td>job importance</td>
<td>.198</td>
<td>.002</td>
<td>.237</td>
<td>90.613</td>
<td>.000</td>
</tr>
<tr>
<td>Job Feedback</td>
<td>.196</td>
<td>.002</td>
<td>.333</td>
<td>122.368</td>
<td>.000</td>
</tr>
<tr>
<td>job Independence</td>
<td>.205</td>
<td>.002</td>
<td>.306</td>
<td>100.630</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational innovation

The Results of ANOVA test to assess the significance of the regression of Organizational innovation is used to test the following hypotheses:

H0; All the coefficients of the model are yet zero and the model is not meaningful
H1; At least one of the coefficients of the model are against zero and the model is meaningful

Table 2: The results of the ANOVA test

<table>
<thead>
<tr>
<th>ANOVAb</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>89.955</td>
<td>5</td>
<td>17.991</td>
<td>7.339E4</td>
<td>.000a</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>.067</td>
<td>273</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>90.021</td>
<td>278</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), v5, v2, v3, v4, v1

According to the ANOVA table, the probability of F-statistics, namely Sig was equal to (0.000) and regarding the fact that it is less than &<=0/01, so hypothesis H0 is rejected and model is up to 99 percent trustable and meaningful and thus whole of the regression model is meaningful.

Conclusions

In this research, job characteristics are diversity of skills (a level in which job needs to a variety of skills), job importance (a level in which individual's job affects his life and others job), job identity (a level in which an employee do the job completely), freedom in job (a level in which a person can freely plan the procedure of his work and have his own freedom and independence) and feedback (the amount of activities a person needs to reach to the results of his job through direct and clear information about its efficacy) are related to

www.aerussuaS.gro
provocation and job satisfaction. The test result is based on the assumptions, the results of Statistical analysis of multiple multicollinearity and correlation, indicates that this hypothesis was confirmed.

Suggestions
- It is proposed in training of manpower a scientific and systematic training be done and coordination each individual job be considered.
- It is proposed to optimize the working environment factors such as working space and office equipment and automation are improved to increase employee effectiveness.
- It is recommended the assessment of performance of employees in a particular period of time continuously.
- It is proposed to grant bonuses to employees in accordance with their organizational growth, success and innovation.

References
9. Subramaniam M, Youndt MA. (2004), the influence of intellectual capital on the types of innovative capabilities. Acad Manage J.; 48(3):450-63