A survey of the relationship between organizational commitment and job satisfaction dimensions (based on JDI model) among the employees of Gachsaran oil and gas exploitation Company

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ABSTRACT

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Human resources are one of the most important capitals of the organizations. The higher the quality of this capital, the higher the success and sustainability of the organization. Indeed, all the organizations are guided based on the physical and mental attempts of human resources. The present study aimed to evaluate the relation between job satisfaction dimensions and organizational commitment among the shift employees of Gachsaran oil and gas exploitation Company based on JDI model. The case study was Gachsaran oil and gas exploitation Company during 2012, 2013. The simple random sampling was used and sample size of 150 people was selected and they answered the questions of questionnaire. Descriptive and inference statistics were applied in data analysis. The data were analyzed in SPSS software. The results of the study showed that there was a positive and significant relation between organizational commitment and job satisfaction dimensions (e.g. Job satisfaction, work type, relation with the supervisor, relation with co-worker, benefits and salary, promotion in the organization).

INTRODUCTION

One of the main factors leading into the creation of healthy organizational environment, increasing the organizational ethics, motivation, production and returns is organizational commitment [8]. Based on the current challenges in the organizational, defining the main factors to predict organizational commitment as personal need is turned into a fundamental issue. The theoretical and empirical evidences showed that perception of the employees about work place spirituality help the development of their organizational commitment level. By the increase of commitment, the people work hard and they help the organizational performance [6].

The people enter the organization with specific needs, skills and expectations and they like to work in a place they can use their abilities and meet their demands. If the organizations create these opportunities for their employees, the organizational commitment is increased [9].

Organizational commitment is an attitude toward loyalty of the employees to the organization and it is a continuous process by which the organization members show their interest to the organization and its success and efficiency [17]. In other words, organizational commitment is the positive and negative attitudes of people to entire organization, not their job. In organizational commitment, a person has strong loyalty to the organization and identifies himself via the organization [14].

Commitment among the employees can have mutual relation with organizational, personal, job and workplace factors [18]. Job satisfaction of the employees is of great importance and its degree affects their commitment [13]. One of factors of conformity of a person with the surrounding environment is job fit (job-employed fit). The lack of good fit between a person and his job can impose considerable costs on the organization. The main nature of the job fit is defined in the different definitions. Various definitions of job fit are presented [1].

Conceptual Definition:
A Job satisfaction based on JDI model:

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Shafiabadi cited in Fischero Hana considered job satisfaction a mental factor and defined it as a kind of emotional conformity with the job conditions. It means that if the job provides good conditions for a person, that person will be satisfied with his job. But if the job is not satisfactory for a person, he blames the job or leaves it. In another definition, Safi quoted Hapak and considered job satisfaction a complex and multidimensional concept and associated it with mental, physical and social factors. He believed that only a factor doesn’t lead to job satisfaction but a combination of some factors cause that a person is satisfied of his job at definite time [15].

B JDI model:

Smith, Kendall and Hallin conducted wide researches on job satisfaction and presented the results of their study in Cornell University of America in a model. This model was called Job Descriptive Index (JDI). They believed that job satisfaction was judged compared to a person perception of the alternative jobs as available. JDI is used to determine satisfaction using 5 facets: Work on Present Job, Present Pay, opportunities for Promotion, Supervision, and Co-workers. A short list of the terms and attributes are presented for each of the fields [19]. These relations are presented in the conceptual model of the study.

a- Pay: The received salary and equality justice feeling in the pay. Reward is one of the most important external motivations of job satisfaction. This dimension shows job satisfaction of the employees in which the employee or the worker is satisfied by the reward, benefits and financial sponsors.

b- Work in the present job: How much the job duties provide the opportunity for education and responsibility.

c- Opportunities for promotion: Having access to the opportunities for progress

d- Supervision: The ability of the supervisor to show his interest to the employees. According to Wood et al. (Fakir and Alam), this aspect of job satisfaction of employees perception causes the satisfaction and the information given to the employee to do the work accurately.

e- Co-workers: How much the co-workers are friendly, qualified and supportive.

Review of literature:

In a study conducted by Rego & Pina e Cunha “Workplace spirituality and organizational commitment: an empirical study”, the researchers evaluated the impact of five dimensions of workplace spirituality (team's sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, opportunities for inner life) on affective, normative and continuance commitment. The five spirituality dimensions explained 48, 16 and 7 percent of the variance of, respectively, the affective, normative and continuance forms of commitment. The findings suggest that when people experience workplace spirituality, they feel more affectively attached to their organizations, experience a sense of obligation/loyalty towards them [7].

In a study done by Yiing & Bin Ahmad in Malaysia among 238 people “The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance”. It was shown that leadership behavior was found to be significantly related to organizational commitment, and organizational culture played an important role in moderating this relationship. Organizational commitment was found to be significantly associated with job satisfaction, but not with employee performance. However, only supportive culture influenced the relationship between commitment and satisfaction [9].

In a study conducted by Moghali, emphasized on the effective factors in creating transformational leadership in the review system of the organization and the organizational results affected by this type of leadership as job satisfaction and employees commitment were investigated. In this study, in case of the change in the attitude of the leaders and followers, it is possible that leadership model of the administrative organizations of Iran is changed [4].

Chorli in his study investigated two important variables in the organization effectiveness and success, leadership style and organizational commitment and the result was such that transformation leadership style had positive and significant relation with organizational commitment of the employees and there was a negative and significant relation between transactional leadership style and organizational commitment of the employees. Also, personal characteristics (average monthly income, gender and marital status) didn’t have significant relation with organizational commitment of the employees [9].

Emami in a study investigated the relation between organizational commitment and job attachment and its comparison among the male physical education teachers of seven regions in Mashhad and found that among the demographic features, there was only a significant relation between education level and organizational commitment of the physical education teachers [9].

Nazem and Shad found that there was a significant relation between productivity and three variables of organizational commitment components. Among three components, only affective commitment had significant correlation with productivity and it can predict productivity [20].
In another study, Yogesh uoadhyay et al. found important results. They evaluated the effect of job satisfaction on organizational commitment. To do this, among 124 middle managers, the questionnaires were distributed and the study findings supported the strong relation of the main hypothesis as the relation between job satisfaction and organizational commitment [11].

**MATERIALS AND METHODS**

The researcher evaluated the relation between job satisfaction dimensions and organizational commitment among the employees of Gachsaran oil and gas Exploitation Company based on JDI model and it was applied in terms of aim. The study method in the present study was descriptive-correlation.

**Study hypotheses:**
- There was a relation between job satisfaction by JDI model with organizational commitment among the employees of Gachsaran oil and gas Production Company.
- There was a relation between job satisfaction of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.
- There was a relation between satisfaction of the supervisor with organizational commitment among the employees of Gachsaran oil and gas Production Company.
- There was a relation between satisfaction of the promotion of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.
- There was a relation between satisfaction of the salary of the employees with organizational commitment among the employees of Gachsaran oil and gas Production Company.
- There was a relation between satisfaction of co-workers of the employees with organizational commitment among the employees of Gachsaran oil and gas Production Company.

**The study scope:**
- A: Place scope of the study
  The study was conducted in Gachsaran oil and gas exploitation Company and operational and organized employees were the important factors in the study.
- B: Time scope of the study
  The study was conducted during 2012-2013.
- C: Study population and sample
  In the present study, the study population was the employees of Gachsaran oil and gas exploitation Company and they completed the questionnaire.

The simple random sampling was used and 150 people were selected.

**Data collection methods:**
- For data collection, the following methods were used:
  - A: The theoretical study to formulate the theoretical discussions of the thesis as the study of specialized books, articles, journals and periodicals and the like.
  - B: Using questionnaire in field studies to use the comments of employees.

**Analytical model of the study:**

![Analytical model](image)

**Source:** Smith, Kendall and Hallin (1969), Cornell University of America

**Results:**
- **Validity or reliability of the questionnaire:**
  For factor analysis, KMO index was used. This index for the data of the study was 0.823. This index is ranging 0, 1, the closer to 1, the data of sample size are good for factor analysis. **Bartlett's test** defines correlation matrix. In this study, as is shown in Table 1, **Bartlett's statistic value** is 242.89, its degree of
freedom 140 and significance level 0.008. As significance level is less than 0.05, it can be said that factor analysis is good for identification of the structure of the variables. Because the uniqueness of the correlation matrix is rejected.

### Table 1: Bartlett's test statistics value

<table>
<thead>
<tr>
<th></th>
<th>Statistics value</th>
<th>Degree of freedom</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's test</td>
<td>242.89</td>
<td>140</td>
<td>0.0086</td>
</tr>
</tbody>
</table>

**B: Reliability of the questionnaire:**

a. Test-retest method: To do this, at first the designed questionnaire was performed on 40 people group with the interval of two weeks as pilot and correlation of these two stages was calculated as 0.79 and based on the type of the study, it is an acceptable value statistically and psychometrically.

b. Internal consistency method and computation of Cronbach’s alpha value: Another method used for the evaluation of the questionnaire was the calculation of Cronbach’s alpha for 40 questionnaires as 0.79. Cronbach’s alpha for 150 respondents was 0.76 and it is good value based on the principles of study method.

**Discussion:**

**First hypothesis:**

There was a relation between job satisfaction by JDI model and organizational commitment among the employees of Gachsaran oil and gas Production Company. Based on the results of Chi-square test being shown in Table 2, \( \chi^2=60.20 \) and \( \text{DF}=4 \) and significance level \( \text{sig}=0.02 \) and as \( \text{sig}=0.02<\alpha=0.05 \), null hypothesis is rejected and there is a relation between organizational commitment at employees level and job satisfaction of the employees.

### Table 2: The results of chi-square test for the first hypothesis

<table>
<thead>
<tr>
<th>Commitment and job satisfaction</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supported</td>
<td>0.02</td>
<td>4</td>
<td>60.20</td>
<td></td>
</tr>
</tbody>
</table>

**Second hypothesis:**

There was a relation between job satisfaction of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

Based on the results of Chi-square test being shown in Table 3, \( \chi^2=67.40 \) and \( \text{df}=4 \) and significance level \( \text{sig}=0.000 \) and as \( \text{sig}=0.000<\alpha=0.05 \), null hypothesis is rejected and there is a relation between satisfaction of the job of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

### Table 3: The results of chi-square test for the second hypothesis

<table>
<thead>
<tr>
<th>Commitment and job satisfaction</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supported</td>
<td>0.000</td>
<td>4</td>
<td>67.40</td>
<td></td>
</tr>
</tbody>
</table>

**Third hypothesis:**

There was a relation between supervisor satisfaction of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

Based on the results of Chi-square test being shown in Table 4, \( \chi^2=59.74 \) and \( \text{df}=4 \) and significance level \( \text{sig}=0.000 \) and as \( \text{sig}=0.000<\alpha=0.05 \), null hypothesis is rejected and there is a relation between supervisor satisfaction of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

### Table 4: The results of chi-square test for the third hypothesis

<table>
<thead>
<tr>
<th>Commitment and satisfaction with the supervisor</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supported</td>
<td>0.000</td>
<td>4</td>
<td>59.74</td>
<td></td>
</tr>
</tbody>
</table>
**Fourth hypothesis:**
There was a relation between satisfaction of the promotion of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

H0: There was no relation between satisfaction of the promotion of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

Based on the results of Chi-square test being shown in Table 5, \(X^2=72.40\) and df=4 and significance level sig=0.02 and as sig=0.02<\(\alpha=0.05\), null hypothesis is rejected and there is a relation between satisfaction of the promotion of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

**Table 5: The results of chi-square test for the fourth hypothesis**

<table>
<thead>
<tr>
<th>Fourth hypothesis</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment and satisfaction of promotion</td>
<td>Supported</td>
<td>0.02</td>
<td>4</td>
<td>72.40</td>
</tr>
</tbody>
</table>

**Fifth hypothesis:**
There was a relation between satisfaction of the salary of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

H0: There was no relation between satisfaction of the salary of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

Based on the results of Chi-square test being shown in Table 6, \(X^2=76.45\) and df=4 and significance level sig=0.02 and as sig=0.02<\(\alpha=0.05\), null hypothesis is rejected and there is a relation between satisfaction of the salary of the employees and organizational commitment among the employees of Gachsaran oil and gas Production Company.

**Table 6: The results of chi-square test for the fifth hypothesis**

<table>
<thead>
<tr>
<th>Fifth hypothesis</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment and satisfaction of salary</td>
<td>Supported</td>
<td>0.02</td>
<td>4</td>
<td>76.45</td>
</tr>
</tbody>
</table>

**Sixth hypothesis:**
There was a relation between satisfaction of the co-worker and organizational commitment among the employees of Gachsaran oil and gas Production Company.

H0: There was no relation between satisfaction of the co-worker and organizational commitment among the employees of Gachsaran oil and gas Production Company.

Based on the results of Chi-square test being shown in Table 7, \(X^2=69.45\) and df=4 and significance level sig=0.03 and as sig=0.03<\(\alpha=0.05\), null hypothesis is rejected and there is a relation between satisfaction of the co-worker and organizational commitment among the employees of Gachsaran oil and gas Production Company.

**Table 7: The results of chi-square test for the sixth hypothesis**

<table>
<thead>
<tr>
<th>Sixth hypothesis</th>
<th>Result</th>
<th>Significance level</th>
<th>Degree of freedom</th>
<th>Test statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment and satisfaction of co-worker</td>
<td>Supported</td>
<td>0.03</td>
<td>4</td>
<td>69.45</td>
</tr>
</tbody>
</table>

**Conclusion:**
Today, the theorists of organization and management stated that the most important valuable capital of organization is human capital and considering this valuable capital has direct effect on success or failure of the organizations. Thus, the attempt to develop commitment among the employees is an important issue that should be considered by the managements. The more committed people observe the values and goals of the organization and try actively in the organization and less think about leaving the organization and finding the new job opportunities. The emphasis on human development via education as a process to improve the capabilities, increasing the knowledge of the employees should be considered. The increase of the skills of people to take the promotion to the top positions by implementing education plans, sending the employees to the training courses of each job outside the organization and the related organizations.

Giving the reward and job promotion of the employees attending voluntarily outside the organization in educational plans of the relate job to keep the motivation of people and creating constructive and healthy feeling among other employees.

The higher the variety of job among the organizations, the more the satisfaction of the employee and commitment. Regarding the relation with the manager, it can be said that the more the relationship between the manager and the employees, the more the attachment of the employee to the organization and the more the
commitment. Relation with the co-workers is an important factor to increase commitment. The working method of the employees in the organization and the collaboration of the employees with each other created a good environment in the organization and increased the commitment of the employees. Regarding the promotion methods in the organization and benefits and salary and its relation organizational commitment, it can be said that the more fair the promotion of the employees in the organization and the salary of the employees in the organization, the more the employees feel justice in the organization and they will be more committed.

REFERENCE