Studying the Relation between Organizational Structure and Degree of Organizational Commitment of Personnel

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ABSTRACT

Paying attention to this case that unsuitable work condition can have unpleasant effects such as: absenteeism, lapse from job, permanent complaint and decreasing efficiency, so, knowing factors affecting work quality and job attitudes are very important for organization and industrial psychologists. In this research by considering organizational commitment as a dependent variable the relation of organizational atmosphere (including structure, leading style, aiming relations, and rewarding system) with degree of organizational commitment of personnel will be studied. Results of the research show that there isn’t meaningful relation between organizational commitment and each of variables of the structure of organ such as leading style, rewarding system method of aiming and relation system that governs the organ.

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INTRODUCTION

Paying attention to this case that unsuitable work condition can have unpleasant effects such as: absenteeism, lapse from job, permanent complaint and decreasing efficiency, so, knowing factors affecting work quality and job attitudes are very important for organizational and industrial psychologists [1,2,3]. Psychologists of work world survey organizational commitment in two general groups [4,5].

1. Affective commitment or attitudinal one that is related to degree of internalizing the values of an organ by its personnel.
2. Behavioral commitment or alternating one that depends on external factors such as salary. In this kind of commitment personal identification with the aims of the organ isn’t formed.

Organizational commitment is among job attitudes that are related with a vast group of other organizational variables. In a research factors affecting creating and keeping commitment have been classified as following [6, 7]:

1. Job satisfaction
2. Hersberg’s keeper factors
3. Environmental factors (possibility getting a new job)

In this research by considering organizational commitment as a dependent variable the relation of organizational atmosphere including: (structure, leading style, aiming relations, and rewarding system) with degree of organizational commitment of personnel is surveyed [8,9,10].

Method of Research:

Statistical universe of this research are 100 persons of Mehrcom Pars Co. The sample of this research has been chosen in the form of random sampling method and their age has been 20-30 year old from both men and women.

Research Tools:

A: Knowing Organ Questionnaire:

This questionnaire has been arranged in 1980 by Robert C Prizooi on the basis of Visébord’s theory for the use of organizational atmosphere and 7 organizational atmosphere dimensions are surveyed.

1. Aiming 2. structure 3. leading 4. relations 5. rewarding 6. useful mechanisms 7. attitude toward Change

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In this research 5 dimensions have been studied. In this questionnaire for meaning the point of each dimension there are 5 questions and each question is pointed with a 7 ranking scale. For getting the point of each dimension gotten points will be added and divided to 5. In fact the points are surveyed paying attention to 4 point because it is a neutral one.

Point higher than 4 show that there isn’t any problem in this dimension of the organ. Points lower than 4 shows that there is a problem in the organ. Point 7 shows optimum function and whatever the point is closer to 1 show that there are more problems in the organ.

B: Organization Commitment Measuring Questionnaire:
This questionnaire has been arranged in 1979 by porter et al and it has been used in many researches in Iran and outside of the country. This questionnaire has 15 questionnaires opposite ones.

Direct questions: (14/13/10/8/6/5/4/2/1)
Opposite questions: (15/12/11/9/7/3)

All questions are pointed in 7 choices range and they are formed as following:

Direct questions: Agree strongly =7, agree =6, low agree = 5, without idea = 4, low opposite = 3, opposite = 2, opposite strongly =1

Opposite questions: agree strongly=1, agree=2, low agree =3, without idea= 4, low opposite =5, opposite= 6, opposite strongly= 7

The minimum point of commitment in this questionnaire is 15 and its maximum one is 105 and the average point is 60. This questionnaire has been used repeatedly and researchers have reported a high reliability coefficient for it. For example goud that has reported 91% for its reliability research with the following topic: “studying measuring and methods of improving organizational commitment of the personnel of financial department through test- retest method has been 77%.

In this research for determining the score of organizational atmosphere and organizational commitment, 100 persons of Mehrcom Pars Co have been chosen through random sampling method and the two questionnaires have been given to them simultaneously and they have been collected after two days and their results have been surveyed.

Results:
The design of this research is in the from of correlation one. In this research for describing and analyzing data, spss software has been used. For describing data mean standard deviation, Figure and correlation coefficient have been used. So reliability of questionnaire of knowing the organ has been calculated through Cronbach’s Alpha.

Organizational atmosphere test and organizational commitment test have been done for 100 persons. Organizational atmosphere test includes 5 sub- tests that have been arranged at likert’s scale. The following table includes descriptive statistics of the subject scores in organizational atmosphere test.

<table>
<thead>
<tr>
<th>Index</th>
<th>Number</th>
<th>Mean</th>
<th>standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>aiming</td>
<td>100</td>
<td>22.16</td>
<td>6.68</td>
</tr>
<tr>
<td>Organization</td>
<td>100</td>
<td>21.94</td>
<td>6.52</td>
</tr>
<tr>
<td>Leadership</td>
<td>100</td>
<td>22.30</td>
<td>6.36</td>
</tr>
<tr>
<td>Relationship</td>
<td>100</td>
<td>21.63</td>
<td>5.79</td>
</tr>
<tr>
<td>Giving Gift</td>
<td>100</td>
<td>21.59</td>
<td>6.53</td>
</tr>
</tbody>
</table>

At it is inference from the above table, the persons scores in different parts don’t have much difference with each other but the point of aiming is the most of all.

Fig. 1: surveying the mean of subtests of organizational atmosphere questionnaire using histogram Figure.
Organizational commitment test has been arranged at likert’s scale level and covers “high agree” to “high disagree” choices.

Table 2: Mean and standard deviation of subjects scores in organizational commitment test.

<table>
<thead>
<tr>
<th>Index</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational</td>
<td>100</td>
<td>62.44</td>
<td>6.13</td>
</tr>
</tbody>
</table>

Fig. 2: variance diagram of leadership and organizational commitment variables.

Fig. 3: variance diagram of relations and organizational commitment variables

Fig. 4: variance diagram of rewarding and organizational commitment variables
Fig. 5: Variance diagram of organizational structure and organizational commitment variables.

Fig. 6: Variance diagram of aiming and organizational commitment variables.

Conclusion:

Paying Attention to the Research Following Results have been Achieved:

In the first hypothesis the amount of correlation between the two variables has been 16% that shows there isn’t relation confirmed that point to not being meaningful relation between them. In the second hypothesis, the amount of correlation between organizational commitment and organizational structure has been 0.08 and the research hypothesis about relation between the variables has been rejected and zero assumption has been confirmed that shows not being meaningful relation between variables. In the third hypothesis amount of correlation coefficient between leadership style and commitment has been 0.3 and zero assumption has been confirmed.

In the fourth hypothesis the amount of correlation coefficient between relation system and commitment has been 0.01 and zero assumption has been confirmed that is about not being meaningful relation between the two variables. Also in the fifth hypothesis correlation coefficient between the two variables has been 0.21 and zero assumption has been confirmed.

In this research studying the relation between organizational atmosphere and organizational commitment was cleared that between organizational commitment and each of the following variables: structure of organ, leadership style, rewarding system, aiming method and relation system there is not meaningful relationship.

But the organ hasn’t enough power to explain job priorities for its personnel and using suitable laws for distributing duties and designing jobs creating suitable opportunities for promotion and making a balance between salary and personnel’s function however it shows that about 90% of the personnel are willing to take part in decisions that related to them and their work. Unsatisfaction of personnel from the above mentioned factors is obvious in studying the results of organ commitment and most of the people believe that they can work in another organ as well if responsibilities are the same and almost half of personnel don’t agree with
methods of their organ about important cases. Hence, majority of personnel have reported high commitment that its reason can be as following:

Firstly: paying attention to this case that affective commitment is mostly influenced by factors such as: Individual job and structural characteristics and persons experiences and task commitment depends on the persons experiences before and after presence in organization. It seems that the commitment that has been reported by the people is permanent one and it’s because of knowing the costs. In fact people are obliged because by leaving the job all energy time and money that has been spent by them are wasted. This kind of commitment’s depends on job opportunities outside the organ and so it can be because of unsafe work conditions through the country and un employment risk. This point has been confirmed in people reports because most personnel believe that they can work in other organs as well.

Secondly: paying attention to unemployment rate in the country and not being security and labor force constancy high commitment can be because of social characteristics of the job. In other words Mehrcom Pars Co as a governmental organization provides a high level of social personality for the people. So, in comparison with private companies and new organs, it can present more things to its personnel.

Thirdly: protection part in every organ especially in a governmental one such as Mehrcom Pars. Co is one of the most sensitive parts and for this reason when selecting people this part shows more sensitivity and more careful evaluations are done in this field. And almost it is for this reason that in this stage one of the necessary criterion for selecting people is similarity of peoples values with the values of the organ that can be a field for high organizational commitment. In fact it seems that people are selected by internal willing to the job other important point in studying commitment is that in some theories organizational culture is studied by considering the number of obliged people and degree of organizational commitment and powerful culture includes: High commitments obliged people and high level of commitment.

According to the powerful culture to So besides high level of security and labor force constancy in this part people accept organizational goals as well and compete more for better function and achieving goals and so they progress quickly.

REFERENCES