



AENSI Journals

Journal of Applied Science and AgricultureJournal home page: www.aensiweb.com/jasa/index.html

Organizational Commitment and Job Commitment and Prioritizing Their Illustrative Factors

¹Davood Kia Kojuri, ²Sima Hoseinzadeh, ³Ghasem Ahmadi lashaki

¹Department of Public Administration, Chalous Branch, Islamic Azad University, Chalous, Iran.

²Public Administration Master, Chalous Branch, Islamic Azad University, Chalous, Iran.

³Ph.D Student of Information Technology & Policy Management, Mazandaran University, Mazandaran, Iran.

ARTICLE INFO

Article history:

Received 19 October 2013

Received in revised form 16

November 2013

Accepted 19 November 2013

Available online 11 January 2014

Keywords:

Organizational commitment Job
commitment Azad University Chalous

ABSTRACT

According to the intellectuals of organization and management, the most invaluable asset of the organization is its human capital and attention to this precious capital has a direct impact on the success or failure of these organizations. Therefore efforts to develop employees commitment, is an important factor that managers should take into account. In this paper, we determined the relationship between organizational commitment and job commitment and prioritized the factors that explain them in Islamic azad university of Chalous branch. The method of data collection was questionnaire. With referring to Morgan chart, the sample size was 217 persons and the sampling method has been stratified random sampling (quota) and by using statistical tests such as Cranach's alpha, test-fit Kulmogorov - Smirnov test, correlation test, the hypothesis and research questions have been answered. The results of the research hypothesis showed that the dimensions of organizational commitment (affective, continuous, norm) are correlated with job commitment. Also, the results of the questionnaire survey showed that from the view of the respondents variables of job growth with the rank of 0.113529, normative commitment with the rank of 0.703692, high work experience with the rank of 0.3591, and gender with the rank of 0.317317 are the most important variables in total. The results of the research hypothesis showed that the dimensions of organizational commitment (affective, continuous, and norm) are correlated with job commitment. Hence managers can increase productivity within their organization (IAU) by considering the concept of organizational and occupational commitment of employees.

© 2013 AENSI Publisher All rights reserved.

To Cite This Article: Davood Kia Kojuri, Sima Hoseinzadeh, Ghasem Ahmadi lashaki., Organizational Commitment and Job Commitment and Prioritizing Their Illustrative Factors. *J. Appl. Sci. & Agric.*, 8(5): 779-784, 2013

INTRODUCTION

Nowadays, one of the issues that are raised in organizational literature is related to "commitment" and because of much attention that it has made on commitment is that the both aspects of theory and research become more developed (Azinfar, 2006). Economic enterprises and other organizations' management, with regard to the internal and external environmental conditions of institutions and in accordance with the aforementioned changes in and around organizations and even national scope, is extended and has obtained international dimension. One of the issues that have attracted the attention of researchers in the area of commitment is various aspects of the definition of commitment. Because, attachment and commitment of staff is connected with not only the organization but also with other things such as profession, family members, direct supervisor, religion, etc. The two important aspects of the commitment are including: organizational commitment and job commitment. Understanding the nature of the relationship, compatibility or conflict between this two types of commitment, is the subject of many behavioral discussions (Abtahi and Molaei, 2008). When the organizational commitment and occupational commitment of staff will be valuable that have positive impact on organizational performance and cause to increase the productivity of the organization. Efforts to develop employees commitment is an important factor that managers should pay attention to it. Individuals who are more committed are more faithful to the values and goals of the organization and have more active role in the organization and would be less likely to leave the organization and try to find opportunities for new jobs (Bagheri and Tavalaii, 2011). Hence in this paper, we explain the interactive relationship between organizational commitment and job commitment and prioritize their illustrative factors in the Islamic Azad University of Chalous Branch.

Corresponding Author: Davood Kia Kojuri, Department of Public Administration, Chalous Branch, Islamic Azad University Chalous, Iran. P.O.Box: 46615-397.
Ph: +981912226601. E-mail: davoodkia@yahoo.com

Porter *et al* (1978), have defined the organizational commitment as "the relative degree of identity of the person with the organization and his or her participation and involvement in the organization." In this definition, organizational commitment involves three factors: 1 - the belief in the organization's goals and values, 2 - leaning a considerable effort for the sake of the organization, 3 - strong and deep wish to continue the membership in the Organization (Mowday, 2000). Rahman and Hanifah in an article titled "Organizational Commitment and Job Commitment: Conflict or compatibility?" examined the different perspectives on the relationships between the professional and organizational commitments (Rahman and Hanifah, 2002). Hackett *et al*, in an article entitled "Understanding the relationship between commitment structures", has been considered a number of research findings in the field of relations between job and organizational commitment (Hackett *et al*, 2001). Amery and Esmaili had worked on a research about the relationship between empowerment, organizational commitment and job commitment of Tehran province Department of Physical Education. The results of this research showed that there is a significant positive and meaningful relationship between employees' empowerment and their organizational commitment and job commitment, also there is a significant positive and meaningful relationship between organizational commitment and job commitment (Seyedamery and Esmaeili, 2011).

Hypothesis 1 - There is an interactive relationship between job commitment and organizational commitment.

Hypothesis 1.1 - There is an interactive relationship between job commitment and affective organizational commitment.

Hypothesis 1.2 - There is an interactive relationship between job commitment and continuous aspect of organizational commitment.

Hypothesis 1.3 - There is an interactive relationship between job commitment and normative aspect of organizational commitment.

Wallace (1993) stated that the situation of the organization and the level which shows how much the job is professionalism is effective in the relationship between the organizational commitment and professional commitment. In most research the relationship between organizational commitment and organizational performance has been evident. Khosravizadeh *et al* in a research showed that there is a significant statistical relationship between affective commitment of managers and type of organization, between the incentives of managers and type of organization, between the ability and course of study of managers, between affective commitment and work experience, between affective commitment and management experience, between normative commitment and work experience, between management experience and organizational support, and between the management experience and motivation of managers (Khosravizadeh *et al*, 2006). Cohen (1994) has examined the moderating role of profession on the relationship between organizational commitment and its preconditions. Effective variables on organizational commitment in this study are divided into four categories: personal characteristics, role related features, structural characteristics, and features of work experience. Results showed that: among the workers women were showed more commitment, while among the professional staff, men had more commitment (Bagheri and Tavalaei, 2011). In a research Behbodi shows that with the reliability level of 95% of organizational commitment as a whole, continuous commitment and mission commitment of the staff in public companies are not less than private companies but the emotional commitment of employees (the effective and positive aspect of commitment) in public companies is less than private companies. The second part of the hypothesis test results is confirmed that as a whole there is a significant relationship only between age and organizational commitment of the staff, while all the personal factors (experience, age, gender, marital status) and the type of employment had significant relationship with affective commitment of employees. Also the findings shows that gender and marital status have a meaningful relationship with continuous commitment of staff and at the same time the existence of a direct relationship between age and work experience of the employees with their normative commitment was approved in this study (Azinfar, 2006).

Question 1 - What is the priority of the explanatory factors of job commitment?

Question 2 - What is the priority of the explanatory factors of organizational commitment?

Question 3 - What is the priority of the explanatory factors of organizational commitment and job commitment?

Job commitment shows a cognitive and emotional state of psychological identification with a job. People, who are deeply involved in the job, consider the job as an important part of their personal identity. In addition, people with high job attachment, further devote their interests to their own job (Hackett *et al*, 2001). The main dimensions of job commitment can be identified in these items: altruism, conscientiousness and responsibility, honor and honesty, respect for others, professional excellence and justice (Aramesh *et al*, 2009). Randall and Cote (1991) have argued that the job dependence is a prerequisite for organizational commitment and job commitment. In their model, they defined the job dependence as moderating variable of the relationships between different views of work ethic, job commitment and organizational commitment. In particular, job dependence has a direct impact on the organizational commitment and job commitment (Abtahi and Molaei, 2008).

Question 4- How is the effect of job dependence on prioritizing the explanatory factors of job commitment and organizational commitment?

MATERIALS AND METHODS

2.1. Sample preparation:

The base of his research from the goal view is applied, and the method is descriptive survey. The statistical population of this study is included all managers to 6 people, experts in 178 people ($n = 152$ undergraduate, master's degree = 26), and a full-time university faculty Branch of Chalous are 316 people that they constitute 500 people in total. With referring to Morgan chart, the sample size was 217 persons and the sampling method has been stratified random sampling (quota) and the method of data collection is questionnaire that data analysis was performed based on it. The questions of measuring tool of the research have validity because the components of the measured variables are taken from the research literature and in the other words the experts are agreed upon them. The internal consistency of measuring instrument was measured by Cronbach's alpha coefficient (SPSS software). In the present study, the reliability of the instrument was 0.78.

N of Items	Chronbach' s Alpha
14	.78

2.2. Normal distribution assessment testing:

According to table 1: one way to test the assumption of normal distribution is using Kulmogorov - Smirnov's goodness of fit test.

H_0 : Distribution of data is normal.

H_1 : Distribution of data is not normal.

Table 1: One-Sample Kulmogorov-Smirnov Test.

		Job Commitment	Continuous aspect of organizational commitment	Affective aspect organizational commitment	Normative aspect of organizational commitment
N		217	217	217	217
Normal parameter	mean	4.168458744	4.152073712	4.127496141	3.637480793
	SD	.4383711254	.4220845956	.4554502226	.8679052355
The maximum deviation	absolute	.139	.136	.107	.114
	positive	.091	.107	.074	.070
	Negative	-.139	-.136	-.107	-.114
Kulmogorov - Smirnov's statistics		2.051	2.005	1.571	1.682
Significant level		.000	.001	.014	.007

As a result of the goodness of fit test Kulmogorov - Smirnov is indicated that the significance level is less than 0.05 and it could say that H_0 cannot be accepted. Thus, the data do not follow a normal distribution.

2.3. Methods:

2.3. 1. Spearman's Rank Correlation Test:

This is a test for correlation between a sequence of pairs of values. Using ranks eliminates the sensitivity of the correlation test to the function linking the pairs of values. In particular, the standard correlation test is used to find linear relations between test pairs, but the rank correlation test is not restricted in this way.

Given n pairs of observations, (x_i, y_i) , the x_i values are assigned a rank value and, separately, the y_i values are assigned a rank. For each pair (x_i, y_i) , the corresponding difference, d_i between the x_i and y_i ranks is found. The value R is:

$$R = \frac{\sum_{i=1}^n d_i^2}{n}$$

For large samples the test statistic is then:

$$Z = \frac{6R - n(n^2 - 1)}{n(n + 1)\sqrt{n - 1}}$$

which is approximately normally distributed.

2.3. 2. TOPSIS Method:

This method considers three types of attributes or criteria

Qualitative benefit attributes/criteria

Quantitative benefit attributes

Cost attributes or criteria

In this method two artificial alternatives are hypothesized:

Ideal alternative: the one which has the best level for all attributes considered.

Negative ideal alternative: the one which has the worst attribute values.

TOPSIS selects the alternative that is the closest to the ideal solution and farthest from negative ideal alternative.

TOPSIS assumes that we have m alternatives (options) and n attributes/criteria and we have the score of each option with respect to each criterion.

Let x_{ij} score of option i with respect to criterion j

We have a matrix $X = (x_{ij})$ $m \times n$ matrix.

Let J be the set of benefit attributes or criteria (more is better)

Let J' be the set of negative attributes or criteria (less is better)

Step 1: Construct normalized decision matrix.

This step transforms various attribute dimensions into non-dimensional attributes, which allows comparisons across criteria.

Normalize scores or data as follows:

$$r_{ij} = x_{ij} / (\sum_i x_{ij}^2)^{1/2} \text{ for } i = 1, \dots, m; j = 1, \dots, n$$

Step 2: Construct the weighted normalized decision matrix.

Assume we have a set of weights for each criteria w_j for $j = 1, \dots, n$.

Multiply each column of the normalized decision matrix by its associated weight.

An element of the new matrix is:

$$v_{ij} = w_j r_{ij}$$

Step 3: Determine the ideal and negative ideal solutions.

Positive ideal solution:

$$A^* = \{v_1^*, \dots, v_n^*\}, \text{ where } v_j^* = \{ \max_i (v_{ij}) \text{ if } j \in J; \min_i (v_{ij}) \text{ if } j \in J' \}$$

Negative ideal solution:

$$A' = \{v_1', \dots, v_n'\}, \text{ where } v_j' = \{ \min_i (v_{ij}) \text{ if } j \in J; \max_i (v_{ij}) \text{ if } j \in J' \}$$

Step 4: Calculate the separation measures for each alternative.

The separation from the ideal alternative is:

$$S_i^* = [\sum_j (v_j^* - v_{ij})^2]^{1/2} \quad i = 1, \dots, m$$

Similarly, the separation from the negative ideal alternative is:

$$S_i' = [\sum_j (v_j' - v_{ij})^2]^{1/2} \quad i = 1, \dots, m$$

Step 5: Calculate the relative closeness to the ideal solution C_i^*

$$C_i^* = S_i' / (S_i^* + S_i') , \quad 0 < C_i^* < 1$$

Select the option with C_i^* closest to 1.

RESULTS AND DISCUSSION

According to table 2, correlation test of the research hypotheses and variables, we have following results:

Table 2: Correlations.

			job commitment	continuous aspect of organizational commitment.	affective organizational commitment	normative aspect of organizational commitment.
Spearman's rho	job commitment	Correlation Coefficient	1.000	.200**	.182**	.232**
		Sig. (2-tailed)	.	.003	.007	.001
		N	217	217	217	217

Hypothesis 1 - There is an interactive relationship between job commitment and affective organizational commitment.

Since Sig is less than 0.05 (0.007), then we can conclude that there is a significant correlation between job commitment and affective organizational commitment.

Hypothesis 2 - There is an interactive relationship between job commitment and continuous aspect of organizational commitment.

Since Sig is less than 0.05 (0.003), then we can conclude that there is a significant correlation between job commitment and continuous aspect of organizational commitment.

Hypothesis 3 - there is an interactive relationship between job commitment and normative aspect of organizational commitment.

Since Sig is less than 0.05 (0.001), then we can conclude that there is a significant correlation between job commitment and normative aspect of organizational commitment.

According to table 3 we have TOPSIS tests:

Question 1 - What is the priority of the explanatory factors of job commitment?

Table 3: Explanatory factors of job commitment.

Strive for success	Job appointment related to profession	job growth	parallelism Value of job	Loyalty	Job Priority	Job Resolution	Job Foresight	Job Satisfaction
0.113483	0.113529	0.119087	0.1091	0.110131	0.113374	0.110966	0.102368	0.107963

As can be seen in the above table, from the respondents view, **job growth** variable with the rank of 0.119087 has the utmost importance and **job foresight** variable with the rank of 0.102368 has the least importance among the all variables. (See table3).

Question 2 - What is the priority of the explanatory factors of organizational commitment?

Table 4: Organizational explanatory factors.

Continuous Commitment	Affective Commitment	Normative commitment
0.123354	0.145954	0.703692

As can be seen in the above, from the respondents view, normative commitment variable with the rank of 0.703692 has the utmost importance among the all variables. (See table4).

Question 3 - what is the priority of the explanatory factors of organizational commitment and job commitment?

Table 5: Explanatory factors of job and organizational commitment.

Professional Ethics	Gender	performance of managers	high work experience
0.118599	0.317492	0.304809	0.3591

As can be seen in the above, from the respondents view, high work experience variable with the rank of 0.3591 has the utmost importance among the all variables. (See table5).

Question 4 - How is the effect of job dependence on prioritizing the explanatory factors of job commitment and organizational commitment?

Table 6: Explanatory factors of job and organizational commitment.

Professional Ethics	Gender	performance of managers	high job background
0.000551	0.317317	0.304641	0.118599

As can be seen in the above, from the respondents view, Gender variable with the rank of 0.317317 has the utmost importance among the all variables. (See table6).

4. Conclusion:

Gominyan (2002), in a research shows that awareness of officials of the education system about factors of organizational commitment could have an effective role in occupational success and increase the efficiency and effectiveness of staff in an educational environment. Madani and Zahedi (2006), in a study show that the variable of understanding the organizational support has the strongest direct and positive relationship with overall organizational commitment (ie, affective commitment, normative and continuous). Abtahi and Molaei (2008) investigated the supporting and opposing views and provided the appropriate approach (focused on compatibility between professional and organizational commitment) in this field. Bagheri and Tavalaei (2011), in a study conclude that organizational commitment can be accompanied by satisfaction, belonging, dependence and interest of the staff to the organization, better job performance, reduction of staff leaving from the organization, active social behavior, lack of absenteeism from work, Altruism and helping partners and reduce stress and increase financial success as well as effectiveness and efficiency of the organization. Tsai and Wang (2004), in a study investigated the individual factors influencing the professional and organizational commitment. Shirley (2003) showed that compared to the emotional and associative obligations, normative commitment is a better prediction for the depletion of personal characteristics. In this conducted research in comparison with the other mentioned research, these cases can be noted that in all of the other mentioned research the factors affecting on organizational commitment and job commitment is referred but the difference is that the method of this research is TOPSIS. In any case, the present study because of the presentation of a new model as well as further research could be introduced as an innovation.

The results of the research hypotheses showed that there was a significant correlation between job commitment and affective organizational commitment. There was a significant correlation between job commitment and continuous organizational commitment and there was significant correlation between job commitment and normative aspect of organizational commitment. Also the results of the questionnaire survey showed that from the respondents view **Job growth** variable with the rank of 0.119087 had the utmost importance **Job foresight** variable with the rank of 0.102368 had the least importance among the all variables. From the respondents view, Normative commitment variable with the rank of 0.703692 had the utmost importance among the all variables and from the respondents view, **High** work experience variable with the rank of 0.3591 had the utmost importance among the all variables and from the respondents view, **Gender** variable

with the rank of 0.317317 had the utmost importance among the all variables. Thus, by considering the concept of organizational commitment and job commitment by senior managers and officials of the Islamic Azad University of Chalous Branch and by adopting necessary policies to identification and implementation of effective factors in creation and increase the organizational commitment and job commitment in Azad University, we will see an increase in productivity.

According to the cases mentioned in this paper, the following as suggestions are offered: - Examine different ways to increase organizational commitment and job commitment in a particular organization, Examine the relationship between job commitment and organizational commitment in other organizations of country, Examine the relationship between job commitment and organizational commitment and prioritizing them by using other statistical methods.

ACKNOWLEDGMENTS

Special thanks to the research center of Islamic Azad University, Chalous branch, for its financial supports in this study.

REFERENCES

- Abtahi, S.H., N. Molaei, 2008. The relationship between professional commitment and organizational, Tadbir Journal, Year, XVIII: 177.
- Aramesh, K., M. Mohebi, M. Jessri, M. Sanagou, 2009. Measuring professionalism in residency training programs in Iran. Med teach, 31(8): 356-361.
- Azinfar, A., 2006. Examine the relationship between organizational commitment and increase liquidity National Bank branches in the city of Bandar Anzali, public administration master's thesis, University Ghaemshahr.
- Bagheri, M., R. Tavalaei, 2011. The effect of organizational commitment on organizational performance, Journal of Human Development Police, Title 3.
- Gominyan, V., 2002. Examined the relationship between job autonomy and commitment of teachers and high schools, educational administration master's thesis, Faculty of Education and Psychology University.
- Hackett, R.D., L.M. Lapierre, P.A. Hausdorf, 2001. Understanding the Links Between Work Commitments Constructs, Journal of Vocational Behavior, 58: 392-409.
- Khosravi Zadeh, E., H. Khalaji, D. Khajavi, 2008. The relationship between organizational commitment and performance of physical education management organizations in the Central Province, Harekat Journal, No. 37.
- Madani, H., M.J. Zahedi, 2006. The priority factors affecting employee engagement, Iranian Journal of Sociology, Volume VI, Issue 1.
- Mowday, R.T., 2000. Chickens, Pigs, Breakfast, and Commitment. The Organizational Behavior Division: p.3.
- Rahman, N.M., M.H. Hanafiah, 2002. Commitment Organization versus Commitment to Profession: Conflict or Compatibility? Journal Pengurusan, 21: 77-92.
- Seyedamery, M., M. Esmaeili, 2011. The relationship between empowerment, organizational commitment and job commitment Tehran Department of Physical Education, Sports Management, 7: 144-125.
- Shirley, C., 2003. The relationship between organizational commitment and burnout. Dissertation Abstract Ph. D. Alliant International University.
- Tsai, K., J. Wang, 2004. The R & D Performance in Taiwan's Electronic Industry. R & D Management, 34(2): 179-180.