

Organizational commitment and personal trait relation survey of employers in Yazd.

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Abstract: This research has done with goal of organizational commitment relationship survey with personal traits of Yazd governor employers in 2014. According to target Types of research are application and according to nature and method is descriptive and with the usage of field studies survey the existing condition. Statistical population is the whole of employers in Yazd governor contain 140 person that of these in Morgan and Krejcie(1970) sampling size calculating formula(1970) 130 person had choose for sampling size. Measuring instruments are 15 items questionnaire (OQC) Modway, Porter, steers with personal and private questions that the reliability and validity has been proven with Gronbach 0.764 alpha coefficient. In result analysis descriptive statistics like frequency tables, measure of central tendency and measure of variability and for independent samples use T test for inferential statistics and ANOVA method and simple regression are used for hypotheses. The results of analysis show that there isn't significant relation between organizational commitment and age, gender, education, marital status and salary and there is a significant relation only between organizational commitment and experience.

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Introduction:

In the current turbulent age that organization are going to be specialization and continue their activity in competition for survival in addition to equipment, committed human resource are the most important and vital factors of their requirements. Whatever organizations and institutions are bigger and adding to their volume of activity the need for committed and motivated human resource increase. Therefore whatever this invest have better and more quality the possibility of success, survival and organization upgrade will be more and in contrast if the organization cant apply committed and high quality human resource they can't have proper use of equipment and materials and faced with problems such as loss of productivity and efficiency. Lastly it causes the organization decline.

One of the principles and basic concept in organization control are considering the involvement and commitment of employers. In other words we can define commitment as kind of emotional and task involvement of employees to their workplace (Elizer and Kozlowski 2001 P594).

With organization development appropriate management should have more attention to this considerable to figure out human resource problems and use them to access goals and interests of organization Commitment refers to a person who donates some things more than organization need (Van MA Allen, 1972, P26).

Organizational commitment concept and definitions

Research theoretical foundations:

Organizational commitment concept has been examined for the first time by White and then was developed by many researchers among Porter, Mowday, Steers, Meyer and Baker (Demiray and Krabi, 2008, P139).

Organizational commitment (Leo 2008 P119) and a multi-dimensional structure that can consider a psychological state that transfer individual's commitment to organizations (Allen and Meyer 1990 P14).

Baker (1960) has defined organizational commitment as willingness to do continuous activities based on individuals identifying of related expenses to leave the organization. Accordingly however and individuals imagine that in case of turnover he will suffer money expenses (Hozuri, 1384, P22).

Tend to stay in organization and commitment sense will be more in him and this interest is because of accumulated reserve and capitals that presumably will disappears with leave the organization.

According to Klip organizational commitment indicates individuals behaviors to organization values and goals based on organization normative and legal exception of member (Demiray and Krabi, 2008, P140).

Winz believes that organizational commitment causes persistence and dedication to the success of the organization and shows fascination and desire of members to organization (Leo, 2008, P118).

Organizational commitment is an attitude that affects future and quality relationship between an employee and an organization.

Mowday and his colleagues that organizational commitment contains 3 parts as follows:

- 1) Accepted values and organization goals.
- 2) Tends to considerable efforts for organization.
- 3) High desire and enthusiasm for stay and membership in the organization.

In Robbins opinion organizational commitment is a case that a member wants an organization to be his reagent and desires to stay there.

In other words organizational government is an attitude about members' loyalty to organization and is a continuous process that from participation in organization decisions, drawing members' attention to success and welfare of organization.

Organizational commitment is a strong relationship between a member and a special organization to identify them.

Konter knows organizational commitment as willingness of social actors to grant their energy and loyalty to social system.

According to Salansic commitment is a mood in humans and with this case they believe that with their actions maintains the operation and save his effective participation in doing them.

Griffin knows commitment a view that reflect the men adapt and belonging to organization.

Organizational commitment steps:

First step: Discovery

In this step individuals will be notified about result of positive contact with organization.

Second step: Examination

In this step individuals will be discover negative ingredients of organizational commitment and measure their enthusiasm and ability for speech these ingredients.

Third step: Enthusiasm

In this step negative and positive ingredient in step 1 and 2 are combined and individuals participate with positive attitude toward the organization and anxiously commitment to achieve the values and goals of their organization.

Fourth step: Exhaustion and Calmness

In this step individuals feel that organizational activities become steady because of repeated activities and they may need things that have more challenge.

Fifth step: Integration

In this step individuals apply positive and negative organization ingredients in order to create a flexible, complex and durable commitment than previous commitment methods.

Effective factors on organizational commitment

Effective factors on organizational commitment contain 5 sections as follows:

Personal characteristics: age, gender, education, marital status and position and background in organization features salary and levels.

A. job profile

Jobs enrichment – skill – independence – challenge of the job – occupational groups and complexity.

B. leaders' relations – groups

Groups cohesion – inter dependency of tasks – leaders structures and notes and participatory leadership.

C. organizational characteristics

Organizations size – organization focus

D. Role status

Role conflict – role ambiguity – multiple rules

Commitment index

Generally the main element of commitment especially in behavioral perspectives mention at commitment index. One of the most important descriptions in this case have been considered by Salansic (1979) he knows imitation or link between man and his actions as the most important commitment factors.

In this regard expressing 4 details, which are:

1) Precision and revealed of action:

This feature includes the extent and degree that can say an action accrued and mention it easily. 2 main elements that increase precision are visibility, lack of ambiguity and clarity of action for example some actions aren't visible and clear enough and associated with uncertainty and indecision than man thinks about it.

2) Revision ability and derogate ability of actions:

Some actions can done based on trial and error and repeat them in case of appropriate and if not, don't repeat them and mentality and image of them will be change.

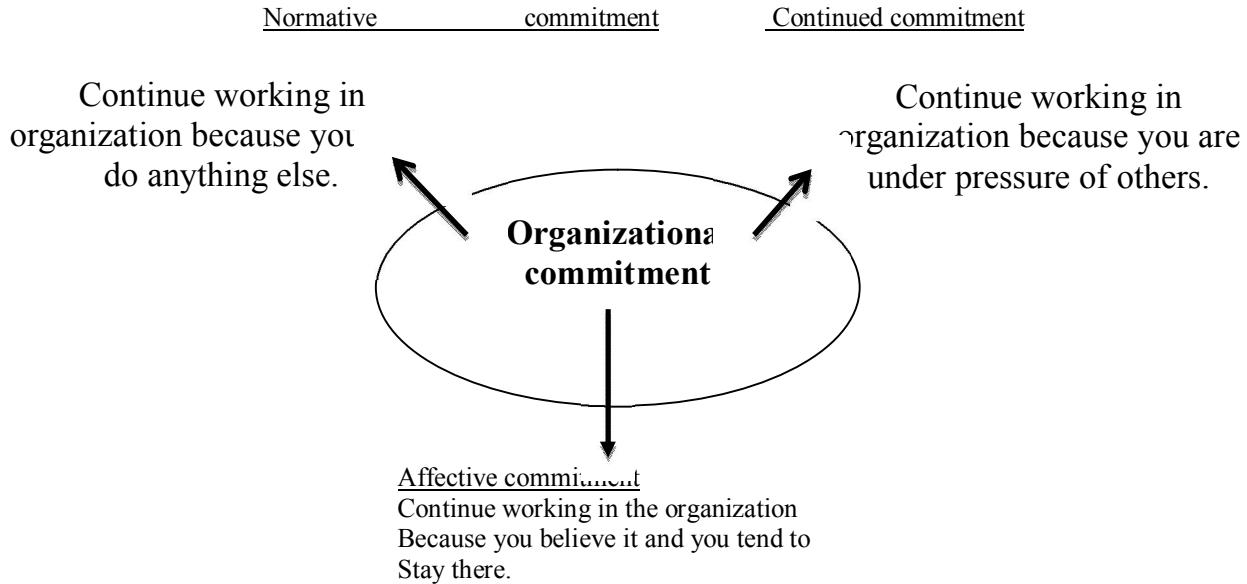
Based on this analysis some actions are negotiable and no repeat and man can liquidate his commitment easily like returning purchased goods, divorce, resigning from the job and etc. on the other hand some actions are binding and cant get rid of good and bad effects like murder, beating, breaking something these actions aren't recoverable although they are forgivable and apologize.

3) Volition:

Volition definition is more complicated than 2 previous features and it's often liaising with freedom and personal tasks concepts. In other words volition isn't always along with freedom or personal tasks how ever with limitation man act with his volition and despite of freedom the man is limited and influenced by foreign forces. In addition volition doesn't mean responsibility accepting, for example a manager who makes decision based on his volition, if the decision is pleasant he tries to attribute to other and against we can imagine situation that have good results such as sales increasing that the managers decision doesn't

have any effect but manager tries to attribute increasing to his genius and efficiency.

3 shapes of organizational commitment



Graph (2-3)

Review corresponsive researches:

Press and Dunham (1984) and Verble (1990) checking organizational commitment against personal characteristics (age, gender, background) and found that age has a positive correlation with organizational commitment of service industries managers. Also in another research that done by Glissin (1998) Mooris (1990) and steers (1991) they found that staffs who have more experience than beginners having upper commitment (Hamidi and Keshtikar 1382 P46).

In addition on organizational commitment questionnaire done by (porter and colleagues) expressing positive relation between age and organizational commitment.

Senior staffs and those who have more back ground and are satisfied by their working efficiency tend to higher level of organizational commitment than others. More research have shown that womankind have more commitment than men in organizations.

Matio and zajak found that woman are more committed than man in organization. Krich Mayer (1995) and Quel and Sain (2002) found that commitment have direct relation with females and women have more commitment to their organization than men.

People with high education level have less commitment to organization than low educated levels (Glison and Dorik, 1998, P75).

Unt (2002) warped up that educated male workers have less commitment to their organizations (Modson and colleagues, 2005, P218).

During research that has done between variables like gender, education and age some relations got and despite of the positive correlation between age and organizational commitment but with education level the correlation was negative.

In relation to gender and organizational commitment women have more commitment than man in organization.

In a research by Shahrnaz Mortazavi in 1993 effects of some factors like type of recruitment, job security and management method checked and the results were as follows:

A: types of recruitment (official and contractual) between 2 groups of officials and contractual staffs there is a significant different that the average commitment of official staffs is more than contractual staffs.

In research about relation between some personal characteristics and organizational commitment in Mashhad septet areas there wasn't any significant relation. On the other hand Behnoof results show a positive and significant relation between organizational commitments with some demographic details.

Individual factors is one of the factors that can influence staffs organizational commitment.among

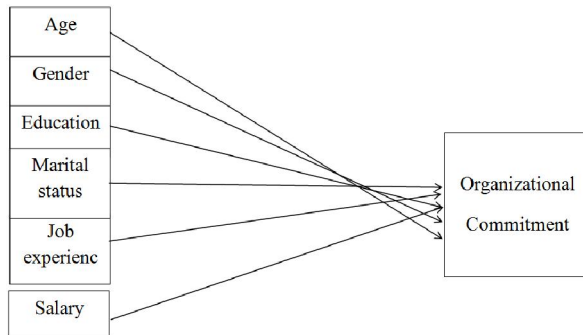
these factors we can mention to gender, education need for self-discovery, marital status, background in organization, age and the job experience.

In research that Myer and colleagues done shows that above factors have low correlation with organizational commitment

Research analytical method:

In survey and analysis of effective individuals' characteristic on organizational commitment numerous studies and models have been presented. Mowday and colleagues have expressed in their theoretical model that individuals characteristics such as age, gender, education, race, background have remarkable effects in organizational commitment of individuals to their organization. also Matiojask has survey the results of about 200researchs on organization commitment by meta-analysis and he has defined individuals characteristics (like, age, gender, education, marital status, job background, organization experience, salary and benefits) as an effective factors on organizational commitment

According to expressed information and argument about organizational commitment and it has relation with individuals characteristics our analytical method based on Mowday and colleagues criteria theoretical foundation summary and putting are as follows:



Conceptual research method

Research purposes

1: organizational commitment measurement and its effects on job behavior like absence, displacement and....., and present current and appropriate information for management decisions in better tasks performance.

2: awareness of effective factors on staffs' organizational commitment.

3: awareness of organizational commitment relation with individuals' characteristics to help better planning for managers.

Research hypothesis

1. There is a significant relation between age staffs organizational commitment.

2. There is a significant relation between gender and staffs organizational commitment.

3. There is a significant relation between education and staffs organizational commitment.

4. There is a significant relation between marital status and staffs organizational commitment.

5. There is a significant relation between job experience and staffs organizational commitment.

6. There is a significant relation between salary and staffs organizational commitment.

Types of research

According to scientific research classification about purpose this research is applied research and about nature and method is descriptive and bye field study survey the current situation.

The sample size:

The size of above population statistics research is 14 persons that sample size obtained by Kresi and Moorgan with considering confidence level 0.95 allowable wrong 0.05 about 103 persons.

$$S = \frac{Z^2NP(1-P)}{D^2(N-1)+z^2p(1-p)}$$

Sampling method:

$$\frac{1.96^2(140*0.5*.05)}{(.05*.05)(139) + (1.96^2)(0.5*0.5)} = 103$$

In this research according to the type of studies society and to have equal chance of all members for choosing random sampling is used.

Questionnaire description: the used questionnaire consist 2 parts.

Part 1 is about individuals and job characteristics and part 2 include organizational commitment questionnaire that has been developed by Mowday Poter and steers in 1979.

This questionnaire includes 15 questions that for each of them considering 7 answers from completely agree to completely disagree, in numerous researches the reliability and validity has been proved.

Questionnaire validity:

For accessing to desired questionnaire validity in prepare questionnaire and determine questions at first by using free discussion meeting with honorable supervisor and consultant professors and experts that are informed in related issues to research and also the questionnaire standardizing has been confirmed.

Credibility (reliability) research:

In this research the measuring Kronbach alpha instrument is used for reliability survey research that whatever the calculated percentage in this method is closer to 100 shows the more confidence to questionnaire (the inter-connection of its part).

The amounts of questionnaire Kronbach alpha in this research obtained 0.7635 and totally were

acceptable and confirm the questionnaire question benefit for research variable measuring and assumption test.

Hypothesis survey and analyze and conclusion:

Hypothesis 1:

There is a significant relation between organizational commitment and staffs age.

Hypothesis 1 formulation as follows:

H0: there isn't significant relation between age and organizational commitment.

H1: there is a significant relation between age and organizational commitment.

According to the results of resumption of variance analysis chart f is equal 1.91 that is small value, the possibility is 0.133 and since the value of possibility isn't small we have:

$$p - value = 0.133 > \alpha = 0.05$$

So there isn't any reason for rule out zero hypotheses in significant level $\alpha = 5\%$. It means that there isn't significant relation between organizational commitment and staffs age. This means that we can't say that in which commitment level working people in this collection have to the organization and do older people more committed or young people? Results of this hypothesis are aligned with similar researches. In addition have agreement with results of research about staff's commitment relation survey in physical education schools.

Hypothesis 2:

There is significant relation between organizational commitment and gender for survey this hypothesis we used T test for autonomous community.

H1: There is significant relation between gender and organizational commitment.

H0: There isn't significant relation between gender and organizational commitment.

$$p - value = 0.189 > \alpha = 0.05$$

So in significant level 5% there isn't any reason for rule out zero hypothesis this means that there isn't significant relation between organizational commitment and gender.

In staff's commitment relation survey in physical education schools haven't seen significant relation between gender and staffs commitment relation.

Aven and colleagues on research that conducted on 14081 person found both positive and negative in correlation range 37 to 29.

Also some authors believe that there isn't significant relation between gender and organizational commitment.

Hypothesis 3:

There is a significant relation between education and organizational commitment.

H0: There is significant relation between education and organizational commitment.

H1: There isn't significant relation between education and organizational commitment.

According to the results of variances analysis chart f statistics was equal 0.566 that is a very small value and the possibility is 0.693 and since the value of possibility isn't small so

$$p - value = 0.693 > \alpha = 0.05$$

So there isn't any reason for to rule out zero hypotheses in significant level $\alpha = 5\%$ this means that there isn't significant relation between education and organizational commitment. This relation reported in other researches weak and negative that the reason for this is negative relation more educated people expectations and more job chances for them.

Hypothesis 4:

There is a significant relation between staff marriage and organizational commitment

H0: There is significant relation between marriage and organizational commitment.

H1: There isn't significant relation between marriage and organizational commitment.

According to the results of chart it shows that the value of t test statistic is equal -1.093 and possibility is equal 0.227 because p-value

$$p - value = 0.227 > \alpha = 0.05$$

So in the significant level 5% there is no reason to rule out zero hypothesis this means that there is a significant relation between organizational commitment and governor's office staffs marriage.

But in a survey that conducted on married women versus single women it shows that married woman because of some tasks in marital life the possibility of lose their position and the risk of losing their job don't put themselves in risk and have more commitment than single women.

Hypothesis 5:

There is a significant relation between organizational commitment and staffs background for survey this hypothesis we use simple linear regression significant test, results are as follows:

At first we formulation hypothesis 5 as follows:

H0: There is significant relation between background and organizational commitment.

H1: There isn't significant relation between background and organizational commitment.

Results are as follows:

In this part with considering regression model

$$y = \beta_0 + \beta_1 X + \varepsilon$$

In this model Y is organizational commitment and X is background, statistic assumptions are as follows

$$\begin{cases} H_0 : \beta_1 = 0 \\ H_1 : \beta_1 \neq 0 \end{cases}$$

In other words zero hypotheses aren't significant linear regression or linear relation will be rule out.

The front hypothesis is the significance of the regression or significant linear relation confirmed (chart 4-b) subjects distribution based on background according to the results of variance analysis chart it shows that f statistic is equal 4.792 that is a great value and the possibility is 0.031 and cause the value is small we have:

$$p - value = 0 / 031 < \alpha = 0 / 05$$

So zero hypothesis rule out in significant level $\alpha = \%5$ this means that significant linear relation existence of organizational commitment and background will be accepted.

Now in order to see how much background explained organizational commitment variability we calculate coefficient of determination (R^2) and also

$$organizational\ commitment = 82 / 254 + background * (0 / 42)$$

And because the background factor is positive means that 2 variables have direct relation to each other this means that how much the background is more, the organizational commitment will be more and vice versa.

Means that how much individuals have more experience in organization, they have more organizational commitment than inexperienced and this results have been proved in previous researches.

Older staffs and those who have more background and are satisfied with their working efficiency, having more attitude to high levels of commitment than others.

In other researches that has done by Glissin Mooris Steers they found that those staffs we have more background than beginners having more organizational commitment.

Hypothesis 6:

There is a significant relation between organizational commitment and salary.

For survey this hypothesis we use variance analysis table again that is as follows:

H0: There is significant relation between salary and organizational commitment.

for survey relation we use corrected coefficient of determination ($adj - R^2$).

According to the above table it shows that $R^2 = 0 / 045$ is 0.045 it means that 4.5% of organizational commitment variable variability is explained by this model or in other words explained by background.

Coefficient of determination (R^2)	Corrected coefficient of determination ($adj - R^2$)
0.045	0.036

So as it shows in the above table the coefficient of determination values and corrected coefficient of determination is so close to each other it indicates that there isn't insignificant variable in this model that departure voluntary the model.

Finally the predicted model can be estimated as follows:

H1: There isn't significant relation between salary and organizational commitment.

According to the results of variance analysis table shows that statistic F is equals 0.814 that's a small value and the possibility is 0.446 and a great value we have so:

$$p - value = 0 / 446 > \alpha = 0 / 05$$

So there isn't any reason to rule out zero hypotheses in significant level $\alpha = \%5$ this means that there isn't significant relation between salary and organizational commitment.

Salary cause self-esteem for man and is a kind of chance that will be lost in effect of organizational departure.

Several results of researches show positive but weak correlation between 2 variables.

Suggestions:

High organizational commitment levels show values and organizational purpose accepted.

In staffs cause loyalty and more attempt to achieve organization purposes.

Therefore organizations are interested to create workplaces with high commitment for their staffs since research shows that with high commitment organizations will achieved worth results like transformation reduction, boost employee motivation, organizational support increasing and behaviors improve.

According to research and studies present follows suggestion for organizational commitment level promotion.

1: By creating an expert team the staffs organizational commitment status will be evaluated periodically and required feed back will be present.

2: personal effective factors will be survey on organizational commitment and low commitment level reasons will be analysis for find solutions.

3: by good infrastructure conditions will be prepared for organizational committed individuals' entrance by holding test and completing organizational committed questionnaire and also expert interviews.

4. In purposes and values determination of organization the staffs' comments are used and they are participating in making decision that is linked to their work domain.

5. Committed individuals are recognized in organization and meanwhile encouraging, transferred high levels of tasks to them and provide constructive and positive competition for other staffs.

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