

Analyzing the Relationship between Job Features (Job Satisfaction, Working Independence, Promotion Opportunities, and Job Anxiety) and Organizational Commitment and Attachment of the Employees of the General Department of the Educational System of North Khorasan in 1391(2012)

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Abstract

There are several reasons why an organization should raise the expectation level of its employee. Since the biggest challenge that the current managers are facing is to unify the goals of the organization with the employees' goals, and this need could not be met, unless they increase the organizational commitment among the employees. The presence of reliable people in the organization is regarded as an excellent source of energy and power that results in the movement towards the aim and the ideals of the organization. The employee's commitments not only motivate them in carrying out their duties and try hard to accomplish that, but also it builds among them an emotional dependence with the purposes and the values of the organization. This research is conducted to study the commitment and organizational attachment among the employees of the General Department of Educational System of North Khorasan in 2012. The number population is 222, which according to Morgan determining tables of the sample (1999), 165 employees (15.28 % female and 83.6% male) are assigned and chosen using the simple stratified random sampling technique. This is a descriptive measurement study and the research instrument is a researcher-made questionnaire and the relationship between the variables is calculated by using Pearson's correlation coefficient.

After Data analysis:

1. There is a significant linear relationship between the job features and organizational commitment and attachment of the employees of the General Office of Educational System of North khorasan (GOESNK).
2. There is a significant linear relationship between the job satisfaction and the organizational commitment and attachment of the employees of GOESNK.
3. There is a relationship between the job independence and the organizational commitment and attachment of the employees of GOESNK.
4. There is a relationship between the promotion opportunities and the organizational commitment of the employees of GOESNK.
5. There is no relationship between the job anxiety and the organizational commitment of the employees of GOESNK.

The researcher concluded that there is a relationship between organizational commitment and attachment and job features, and parameters of job independence, and promotion opportunities.

Keywords: organizational commitment and attachment, job features, job satisfaction, promotion opportunities, and job anxiety.

Introduction

Fulfillment of the purpose is one of the most important functions of an organization or a social institute. Gaining the goals also requires the cooperation and coordination among the leaders and the managers of the organization and the other employees who are interacting with one another. Human factor is also one of the main parameters and mainly it is human who creates an organization. This is the factor which results in movement from existing condition to a favorable condition. Therefore, you cannot ignore the role of human resource management in an organization. Personnel are the important possession of every company or organization but in many organizations, people are considered as operational expenses rather than a resource or main investment. Many companies and organizations which had a good performance apply the concept of investment returning for their financial operations and their productions. But they forget to use the same concept for the management of human resources (Khedmati, 2006).

As Koch and steers (1997) argue, organizational commitment and attachment as a kind of view point and an idea towards work location often predicts well the inclination to stay in the job. It's because of this fact that it can predict the job leaving than job satisfaction.

As a result, it provides useful information for the managers to plan and organize the work force (Hassani, 2009). The results that were acquired by Porter (2003) showed that the employees with higher organizational commitment and attachment were more successful than the employees with lower organizational commitment and attachment. Organizational commitment is a good index for showing the rate of efficiency in an organization (Barron & Grinberg, 1999). Nowadays the rate of organizational commitment in the trustworthy and

scientific assemblies has got a noticeable importance. Lower commitment has not been researched in almost none of the managerial context and also higher commitment may cause some problems for the organization and the individual himself by the passage of time. However, the question that how much commitment an individual must have toward the organization to help the organization to practice its programs successfully and the staff and the company escape the negative effects of the commitment (Rajabaryan, 2009). Porter (ibid) defines the commitment as a basis of a complete force of coordination (Identity appointment). In this view, commitment is a result of three factors: 1. Accept the purpose and the values of the organization 2. Tend to cooperate with the company to fulfill its purpose. 3. Tend to stay with the company (Steers, 1998). McGregor believes that the biggest challenge for the personnel managers is to unify the needs of the company with the needs of individual employee. Pascal and Athos who had studied the reasons behind Japanese success, showed that the Japanese have created purposeful culture in their organizations which is rooted in the mutual cultures between the management and the employees. Peters and Austin recommend the organizations to trust people like an adult in order to motivate them and create in them a sense of belonging and feel that they are working for themselves. In these conditions, work force of an organization reacts with a comprehensive commitment. Walton argues that the fundamentals of commitment strategy should be a managerial philosophy which asserts the claims of the beneficiary such as owners, employees, customers and the public. At the core of such philosophy, there is a belief that creation of commitment in employees results employee motivation and promotion of performance (Armstrong, 2009). Perhaps nothing is as important as commitment in new and modern management. (Senged, Hedayat&Rooshan,2010). Ragers the ex-assistant of IBM, says “for any company to stay and succeed there should exit a series of logical principles which is the basis of all the policies and the actions, but more important than this is the loyalty and the commitment to those principles (Afjei, 2009). Some of the pre-conditions for emotional commitment are identified, including: personal characteristics, structural characteristics, Job characteristics, and work experiences. Miro Allen (2005) indicated that there is a continuous and strong relationship between commitment and work experiences. Employees who have local experiences in the company that are proportionate with their expectations and satisfy their basic needs tend to develop stronger emotional dependence on the company rather than the people who have less satisfying experiences. Continuous organizational commitment expands when the employees recognize that they have stored a capital for themselves that is if they leave the company, they lose it or they recognize that the job opportunities available for replacement are limited. Finally, value commitment as a result of socializing experiences which emphasizes the loyalty to employer and the organization expands or because of its certain benefits like teaching skills creates a mutual feeling of loyalty.

Barron and Greenberg have divided the factors that influence the organizational commitment into four resources: 1. The job itself: regarding this issue the reports say that a higher level of responsibility, more independence, less repeatability, job ambiguity and tension results in less organizational commitment (Curry, Wakefield, Price, and Muller, 1995). 2. More employment opportunities: organizational commitment is influenced by other job opportunities, and the possibility of finding a more favorable job decreases the organizational commitment (Bateman & Stadder, 1998). 3. Individual characteristics: Organizational commitment is also affected by

individual characteristics. Older employees, who are more experienced and seniors, have shown a higher level of organizational commitment. In the past, some of the managers believed that the women had more organizational commitment than men do, because of this fact for female employees they devote less make up time services, but recent studies have proved that there is no difference between the two sexes. Both male and female show a same level of organizational commitment. (Braning & Snyder, 2003) 4. Working environment: Extreme organizational commitment is usually influenced by some related factors. people who are satisfied with their supervisors and consider the evaluation method as fair and just feel that the organization pays attention to their welfare issues, shows a higher level of organizational commitment. (Majidi, 2010)

Although different studies have considered the different job characteristics and organizational commitment, there is no given model to explain the reasons for the existing correlation. Some of the studies point to the work (Alden & Huckmaan). The research (Mathew & Zajack) also acknowledges that the enriched jobs cause organizational commitment. The features that have been gathered from the researchers include: skill, independence, challenge, and the job range. There is a positive and so weak relationship between skill variety and organizational commitment. There is a noticeable and positive relationship between challenging jobs and organizational commitment especially in people who seriously need to develop.

Certainly the job satisfaction affects the organizational commitment in case that all the factors affecting job satisfaction to be met. Appropriate promotion system is one of the effective factors which influence job satisfaction. If the promotion system includes specialization and the abilities of the people in addition to their experience, could increase organizational commitment. In other words, motivating the employees and building a suitable ground for their development results in the commitment increase. The fundamentals for development should be based not only on the time passing but also on the basis of their effects and influence on the organization.

If we want to increase the organizational commitment by motivation we cannot do it by only counting on the years of experience. If there is any talented person in the company, we should give him or her opportunities to develop and help to think optimistically about the company and working there. (Austin, P.39)

Commitment and attachment to work, job satisfaction, high spiritual feeling big involvement in affairs related to the companies are vital and fundamental. Moreover, studies show that an employee who is organizationally committed and attached has got a better performance than an employee who has got lower commitment, and finally commitment may be a good index to show well the efficiency and influence of a company (Schin, 1995).

In Koch and Steers' research the factors which influence the commitment have been divided into individual factors, organizational factors (job factors) and external organization factors in a research which was conducted by Mathew in 1991, the pre-conditions for commitment and job

satisfaction have been divided into four groups, job features, task conditions, individual variables and the influence of the organizational atmosphere.

Person et.al (1997) in a research which is done on 175 teachers has confirmed the preceding findings. It means that there is a relationship between organizational commitment and job satisfaction, moreover, it shows both internal and external job satisfaction are equally important in predicting the organizational commitment of the teachers.

Babaei (2002) in a research entitled, “the role of the organizational commitment and job satisfaction in prevention of job leaving among employee.” concluded that it is possible that voluntary job leaving among a group of employees who have lower economical level is not existent. Also, as the employees become more senior and elder, the probability of leaving the job decreases.

Taheri (2002) in his research “ the relationship between organizational commitment and job satisfaction among teachers of physical education in General Office of Educational System of Ilam Province declares that feeling commitment to the values and the purposes of General Office of Educational System requires efficiency and influencing teachers as this process is met through organizational commitment.

The aim of the present study is to analyze the relationship between job factors and the features, job satisfaction, independence, promotion opportunities and job anxiety with organizational commitment and attachment among the employees of the General Office of Educational System of North Khorasan (GOESNK).

Research Hypotheses

There is a relationship between job features and organizational commitment and attachment of the employees of GOESNK.

There is a relationship between job satisfaction and the organizational commitment and attachment of the employees of GOESNK.

There is a relationship between job independence and the organizational commitment of the employees of GOESNK.

There is a relationship between the promotion opportunities and the organizational commitment and attachment of the employees of GOESNK.

There is a relationship between the job anxiety and the organizational commitment and attachment of the employees of GOESNK.

Method

There present study is a descriptive statistical and correlation measurement research. The number of the population for this study is 222 people. Applying the simple random stratified sampling technique a number of 165 people are picked up as participants of this study, of which 15.28 percent is female and 83.6, is male. To gather the data the researcher benefited from the points of view of the experts in the field and used a researcher-made questionnaire.

To make the measurement tools more valid, this questionnaire is checked by the respectful teachers, advisor and some of the elites in this field of research. The author has applied Cronbach's Alpha formula to get the reliability of this questionnaire. It is worth mentioning that the simple way to use Cronbach's Alpha is to get help from SPSS (Statistical Package for the Social Sciences) software. Cronbach Coefficient correlation for this questionnaire is 96% which shows high reliability. In addition to that, to analyze the data, descriptive statistics and inferential statistics is used. In inferential statistics, after changing the serial variable into the interval scales two sampling T-test is used. Also Anova and Dunken's double average comparing tests are used. In order to test the hypotheses of the research a T-test is used to find the meaningful Pearson correlation coefficient and generalizing the results into the pointed population. Moreover, the Microsoft Office Excel software is used to enter the data and draw the statistical diagrams.

Conclusions and the Results

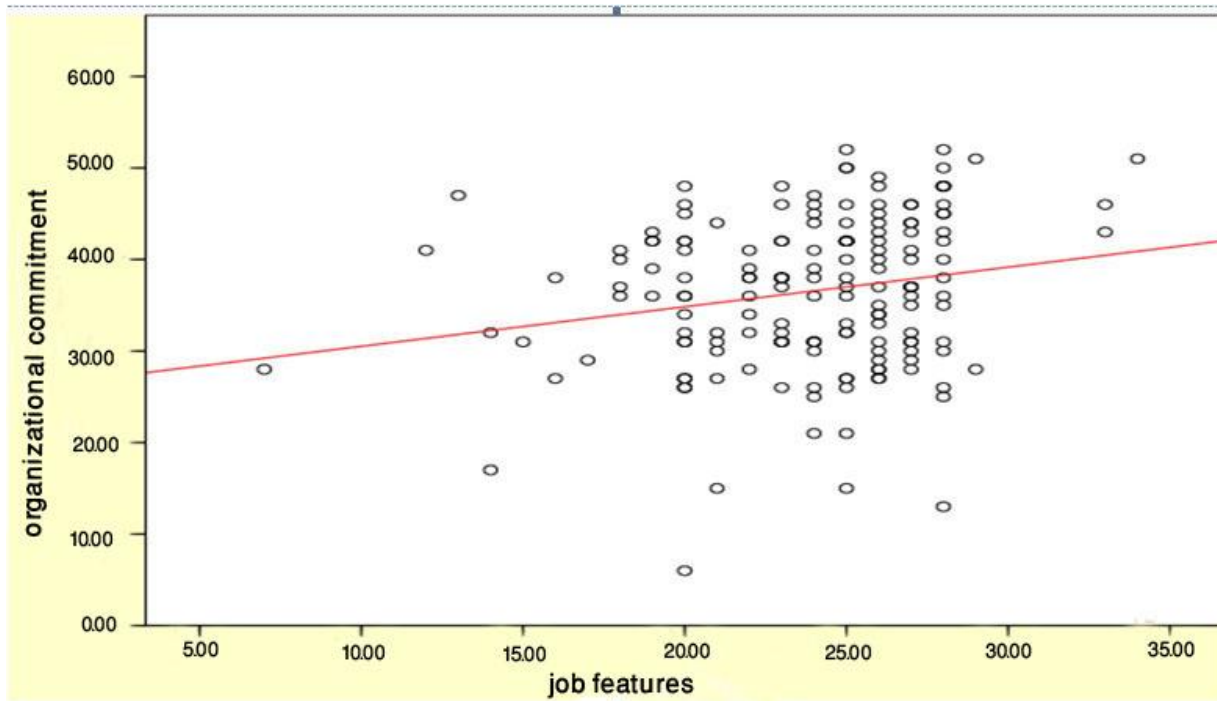
There is a relationship between job features and factors and organizational commitment and attachment of the employees of the GOESNK. In order to test this hypothesis the SPSS software is used to find the correlation coefficient to show that whether there is any relationship between the variables. The results are displayed in the following table.

Table 1: Analysis of the linear relationship between job features and organizational commitment

p-value	Pearson Correlation Coefficient	T	No. of participants	Job features
0.008	0.205	2.674	165	Organizational commitment

According to the presented data in table 1, the coefficient of correlation between the job features and organizational commitment is 0.205 which shows a linear relationship between the two variables and now because p-value equals 0.008. Accordingly null hypothesis is rejected and it could be said that it is meaningfully different from zero. Therefore it could be claimed with 95% certainty that there is a meaningful linear relationship between job features and organizational commitment and attachment of the employees of GOESNK. On the other hand, if the amount of this variable reduces, the amount of the organizational commitment and

attachment decreases. Distribution diagram also shows well the linear relationship between the



two variables.

1. There is a relationship between the job satisfaction and organizational commitment and attachment of the employees of GOESNK.

Considering the fact that job features and factors include many parameters such as job features, job satisfaction, job independence, promotion opportunities, job anxiety, it is required to find the linear relationship between these parameters and organizational commitment and attachment of the employees of GOESNK. This analysis is displayed well in table 2 Below.

Table2.: Analysis of the linear relationship between job satisfaction and organizational commitment among the employees of GOESNK

p-value	Pearson Correlation Coefficient	No. of Participants	Job satisfaction
0.082	0.136	165	Organizational commitment

According to the information displayed in table 2, it is observed that the amount of the correlation coefficient between the two variables (job features and organizational commitment) equals to 136 which shows a linear relationship between the two variables and

now because p-value 0.082 and the level of significance is 0.05. Therefore, the null hypothesis is proved and it can be said that there is no relationship between job satisfaction and organizational commitment and attachment of the employees of the GOESNK.

2. There is a relationship between job independence and organizational commitment of the employees of GOESNK .

To test this hypothesis, the researcher at first used SPSS in order to analyze the relationship between the variables and he applied coefficient correlation test to find out whether there is any relationship between the variables. The results are displayed in the following tables.

Table 3: analyzing the linear relationship between job independence and organizational commitment among the employees of GOESNK

p-value	Pearson correlation Coefficient	No. of participants	Job independence
0.019	0.183	165	Organizational commitment

As it is comprehended from the table 3, comparing the possibility degree (0.019) and the level of significance is 0.05, it is clear that the null hypothesis is rejected because p-value is less than the level of significance. Therefore, there is a meaningful difference between the average of the groups and it is said about the recent hypothesis that there is a relationship between the job independence and organizational commitment of the employees of GOESNK.

3. There is a relationship between promotion opportunities and organizational commitment among the employees of GOESNK.

Table4: Analysis of the linear relationship between the promotion opportunities and the organizational commitment of the employees of GOESNK.

As it is obvious in table 4, by comparing the possibility degree with the level of significance which is $\alpha=0.05$, the null hypothesis is rejected.

Because p-value is less than the level of significance we can reject the null hypothesis. Consequently, there is a relationship between promotion opportunities and organizational commitment among the employees, and it could be said about the recent hypothesis that there is a relationship between promotion opportunities and organizational commitment of the employees of GOESNK.

4. There is a relationship between job anxiety and organizational commitment among the employees of GOESNK.

Table 5. Analysis of the linear relationship between job anxiety and the organizational commitment among the employees of GOESNK

p-value	Pearson correlation Coefficient	No. of participants	Job anxiety
0.494	0.054	165	Organizational commitment

As it is displayed in table 5, from the comparison of the possibility degree and the level of significance, it is clear that the null hypothesis is proved, because the p-value is less than α . Consequently there is no relationship between job anxiety and organizational commitment and it could be said about the last hypothesis that there is no relationship between job anxiety and organizational commitment GOESNK.

Discussion and Result

According to the procured results from the tables and the first hypothesis, it was determined that there is a meaningful linear relationship between the job features and organizational commitment among the employees of GOESNK. On the basis of acquired results it is observed that the degree of correlation coefficient between the two variables (job features and organizational commitment) among the employees of GOESNK is 0.205 which shows a direct linear relationship between the two variables.

Now because the p-value is less than α then the null hypothesis could be rejected. And it could be mentioned that the correlation coefficient is different significantly. There is claimed with 95% certainty that there is a meaningful relationship between job features and the organizational commitment of the employees of GOESNK. And in this way the first hypothesis of the research is proved. In the present research it is realized that the job features or role related features affect the commitment. The evidence shows that enjoying reinforced and enriched jobs increase the commitment level in an individual.

According to the data gathered about the second hypothesis and the tables, it is obvious that there is a relationship between job statistics and organizational commitment of the employees of GOESNK. According to the information it is observed that the degree of correlation between the two variables (job satisfaction and commitment) is 0.136 which indicates direct linear relationship between them. And now because the p-value is higher than α the null hypothesis is proved and therefore it could be said that there is a relationship between job satisfaction of the employees of GOESNK and their organizational commitment. Therefore, the hypothesis is rejected and the job satisfaction does not affect organizational commitment. The trend of a person to his job is one of the fields of which has not been the subject of many researches. The main reason for job satisfaction is divided into three groups; organizational factors, Group factors and personal factors.

As it is understood from the results by comparing the possibility rate (0.045) with the level of significance the null hypothesis is rejected, because p-value is less than α . Consequently there is a relationship between promotion opportunities and organizational commitment of the employees of GOESNK. Therefore, this hypothesis is proved and General Managers are recommended to provide promotional opportunities for their employees to raise their organizational commitment level. As it is understood from the results by comparing the possibility degree (0.494) with the level of significance it is obvious that the null hypothesis is proved. Because p-value is less than α , therefore, there is no relationship between job anxiety and organizational commitment. About the last hypothesis, it could be said that there is no relationship between the job anxiety and organizational commitment of the employees of GOESNK. Consequently the null hypothesis is rejected. Increasing the organizational commitment level among the members of an organization can play an influencing role in decreasing the absenteeism, transference, and job leaving.

Acknowledgement

We thank the Department of the Educational System of North Khorasan that assist us in this research and the employees of this department that sincerely assist us.

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