The relations between Job Satisfaction dimensions with Organizational Commitment of personnel

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ABSTRACT: The general goal of this plan is finding any relations among different dimensions of job satisfaction and organizational commitment of personnel at saman cement company. Specific goals of this project are follows: Recognition of different elements and classifying of job satisfaction dimensions with organizational commitment and submission an optimized model. Recognition different elements and classification of job satisfaction part. Classification of further effects of mentioned factors of job satisfaction on organizational commitment. Writing and submission an optimized pattern for decision making of managers. The result of this research showed that job satisfaction is one of the most important problems for managers at executive organizations. This is because any lack of job satisfaction may have great effect on personnel efficiency and may cause a reduction in their work performance. Also it may cause some mental disorders for them.

Keyword: organizational commitment, job satisfaction, saman cement company.

INTRODUCTION

In order to find its ideals, each organization should bear different resources. Undoubtedly, occupied man power is the most important resource of all organizations. In case of good motivations, satisfaction and high commitment, they will apply their specific talents and power in the organization. As a result, any success and development of the organization is based upon its man power. In lack of efficient man power in any organizations, it is impossible for them to reach to their goals as well (Houshyar, 2008,7).

According to all previous researches, staff behavior is under the effect of their attitudes. Therefore, it is a need for all managers to be aware of it. Meanwhile, it is necessary to mention that it is not so much important for managers to be aware of all attitudes of the personnel. The managers have also no more interests in these attitudes. In fact, managers are interested only in those attitudes related to the job and organization. According to the researches, there are three major attitudes with highest rate of attention by researchers as follows:
- Job satisfaction
- Job involvement
- Organizational commitment

The present research is about both job satisfaction and organizational commitment.

There are a lot of reasons for answering to this question why an organization is obliged to upgrade organizational commitment of its members (Stirse & Porter, 290, 1992). Firstly because organizational commitment is a new concept and is basically different from dependency and job satisfaction (Grinber & Baron, 182, 2000). Secondly according to the researches we can say organizational commitment has a positive relation due to some consequences like job satisfaction, attendance, organizational ultra-social behavior and job operation. It has also a negative relation with any interests in job leave. (Chian Change et al., 313,2003).

Job satisfaction has a positive relation with job operation and civil organizational behavior. This is also in return effective on absence rate, job corruption and mental disorders of personnel (Davis,1992). High level of job satisfaction with personnel may probably cause more organizational civil behavior in them (Brawn ,1993). Furthermore higher levels of job satisfaction may prevent the personnel to seek any other job as well (Suger, 1994). Also they will find lower tendency in job leave. The other estimated organizational behavior is sentimental organizational commitment. Sentimental commitment has been defined as a belief and powerful acceptance of organizational goals and tendency for membership in organization (Wan Dien et al. 1995). When the personnel have no expectation for official award, this is only their sentimental obligation to keep their behavior (Alen & Mier ,1996). Therefore it is logical to consider sentimental commitment as an initiator of behaviors (Intentional behaviors) without any dependency on official awards.
The importance of research

According to the results of most researches about the role and importance of man power in development of organizations and/or growth of humanistic societies are pointing out to this item that there is not a developed society unless otherwise with taking care of its human resources. Today most researchers of man power find out that man power is the effective and valuable factor for further growth and development of organizations and countries.

It is in a way that a considerable part of countries development was based upon upgrading of efficient man power within last semi-century. If we had in the past different factors like labor, capital and land as the major production items, today we have technology changes, man power and upgrading of profitability as the real factors of growth and development as well. Any valuable experiences of successful and developed organizations about the value of man power reveal the importance of occupied human capital in mentioned organizations. They may consider the greatness of their organization equal to the size of occupied persons working for them. Then they will consider major item of growth and business based upon their personnel. This is because if the workers are non-satisfied of their jobs, any resulted economic consequences may return back to the company and nation. Of course a non-suitable job may provide more limited life for other millions of people without any innovation as well. (Nasr Abadi et al. 2009, 59).

One of the major ideals of all organizations is to maintain man power specifically active and trained man power. In order to have correct benefits from man power it will be so much important to consider and reveal the importance of consideration various & complex dimensions of people including sentimental specifications, inborn/cultural/social and economic properties. Then it is possible point out to both variants such as job satisfaction and organizational commitment. In lack of any attention to these variants, the staff would be non-satisfied and will face with different problems including service abandon of them (Shahbazi et al. 2008, 26).

Therefore, this project intends to consider different dimensions of job satisfaction effective on organizational commitment of personnel of saman cement company with regard to all discussed ideas. Then it will be possible to present some operational strategies for betterment of job satisfaction and organizational commitment by the use of extracted results.

Research purposes (General &Special ideals)

The general goal of this plan is finding any relations among different dimensions of job satisfaction and organizational commitment of personnel at saman cement company. Specific goals of this project are as follows:

Recognition of different elements and classifying of job satisfaction dimensions with organizational commitment and submission an optimized model
Recognition different elements and classification of job satisfaction parts
Classification of further effects of mentioned factors of job satisfaction on organizational commitment
Writing and submission an optimized pattern for decision making of managers

Research variants

(A) Dependent variant:
It means organizational commitment in this research.

(B) Independent variants:
It means salary, occupation, upgrading chances, supervisor and colleagues in this project.

Theories of research

Job satisfaction may increase organizational commitment
Salary & payment may increase organizational commitment
Type of job may increase organizational commitment
Upgrading condition may increase organizational commitment
Supervision style may increase organizational commitment
Type of relations among the personnel may increase organizational commitment

Scope of research

saman cement company is the scope of this research. According to the obtained statistics, there are about 259 occupied persons including 176 females and 83 males.

Time scope of the research
The present research has been prepared in Summer-2012.

**Subject of research**
It is recognition of all dimensions of job satisfaction (Salary, type of job, upgrading conditions, supervision style and relations among personnel) and also any effects of which on organizational commitment.

**RESEARCH METHOD**

The present research is an explanatory one based upon correlation method by the use of sample election. It is applicable from the viewpoint of goal and measurement from information gathering one. From performance method point of view, this research is scientific comparative one. This is because the real goal is regular description and real properties of a subject. It means that without any interfere of personal ideas and preferences researcher intends to study any relations between different dimensions of job satisfaction and organizational commitment of personnel at physical education organization of Iran. Then it has submitted different proposals based upon evaluations and conclusions of this research.

**Statistical society & sample**
Statistical society of this research includes all occupied personnel of Islamic physical education organization of Iran in 2012. According to the obtained statistics, there are about 259 occupied persons including 176 females and 83 males.

**Information collection**
Data collection method is based upon two-part questionnaires as follows:
General information of respondents: Age, occupation, marital status, literacy and …
Major subject of research (Operational description). There are 38 questions about job satisfaction and 15 ones about organizational commitment. As it was discussed before, job satisfaction questionnaire has 38 questions like an answer package and like Likert 5° scale including 5 scales from 1 to 5. This questionnaire is applied for measurement of five elements like Job (10 questions), Supervisor (7 questions), Colleague (10 questions), Upgrading (5 questions) and salary (6 questions).
Upon determining of considered sample including all personnel of physical education organization of Iran, tested units received relevant questionnaires of job satisfaction and organizational commitment. They have been told that all information would be analyzed by computer accordingly.

**Performed researches about subject of research**
Soghra Ostovar & Mandana Amirzadeh Khatooni made an essay in 2008 about any relations among excitement intelligence, job satisfaction and organizational commitment of the personnel in a private factory at Shiraz city. The real purpose of the mentioned research was finding any relations among excitement intelligence, job satisfaction and organizational commitment in personnel of a private company. The results show that there is a meaningful relation among excitement intelligence & job satisfaction, excitement intelligence & organizational commitment and job satisfaction & organizational commitment.
In another research, Khodabandeh (2006) presented an image of satisfaction and dissatisfaction of teachers at middle school level in a research under the title of “Effective factors on Job satisfaction of teachers at middle school level at Isfahan city”. It could show that there is a meaningful relation between salary rate and job satisfaction of teachers. But there is not a meaningful relation between total income of teacher and job satisfaction. There is not also a meaningful relation between satisfaction of school management and job satisfaction.
Of course there is meaningful relation between job evaluation of teachers by school principal and job satisfaction. (Narrated by Chamani Far, 2005, 10).
Zoraghi (1994) prepared a research under the title of “Effective factors on job satisfaction of teachers at Sistan & Baloochestan area”. According to the findings of that research it is possible to say that conceptual values may create more interests in teachers than material criteria among teachers at Sistan & Baloochestan area. There is a meaningful and converse relation between job satisfaction and academic level.
It means that higher academic level may cause a reduction in job satisfaction. Therefore principals of the schools have lower rate of job satisfaction than teachers. There is a positive & meaningful relation between job assumption of teachers and their job satisfaction (Narrated by Chamani Far, 2005, 10).
In her Master of Science thesis in 2007, Zeinab Tavakoli made a study about organizational citizenship behavior and its effect on organizational commitment of personnel occupied at Cultural-Entertainment
Municipality Organization. The results show that training of organizational citizenship behavior will increase organizational commitment, sentimental commitment and ordered one except for continuous commitment. But it was not effective, except for continuous commitment in first group. In her Master of Science thesis and in 2008, Elahe Ahmadi considered any relation between current & suitable organizational situation with different organizational commitment and job satisfaction in order to submit a pattern for the personnel occupied at Municipality Entertainment & Cultural Organization-Isfahan province. Upon data analysis with explanatory & conceptual statistical methods and by the use of SPSS16 software, it was revealed that current organizational space has a meaningful relation with different types of organizational commitment and job satisfaction as well (P<0.05).

As a general conclusion of this research we can say that in case of suitable level of organizational situation, it may have a great role in job satisfaction and organizational commitment of the personnel. Therefore due to the organizational position and rank of manager, it may have a great role in formation and betterment of the mentioned environment. All values, beliefs and behaviors of manager are effective on others as well. Fatemeh Gholami Zohan made a study in 2004 for her Master of Science thesis about organizational commitment of personnel at Shahed schools at Mashad city through academic year 2003-2004. The obtained results show that there is a direct and meaningful relation between principals' usage of Shahed schools from cooperative management style and organizational commitment of personnel and also between establishment an organizational space by the personnel and following up fundamental values of the organization by the personnel. Also there is a meaningful difference between principals' usage of principals' usage of Shahed schools from cooperative management style at both levels of middle school and high school one and also between girls' & boys' schools as well. This is a type of confirmation that any application of cooperative management style could find a considerable effect on organizational commitment of personnel.

Regarding foreign studies, we may point out to a research made by Sirota in 2005. He has classified in his research the modes of personnel into three groups of powerful, average and weak as well. He concluded that in those companies with powerful mode of personnel there is averagely about %20 of higher operation accordingly.

Also it is possible to point out to a research made by Maister (2005). He has performed his survey on 29 companies. Then he concluded that personnel of those companies with the best financial situation have a suitable job satisfaction as well.

There is also another survey made by Roobak in 2005. He has considered the effect of job satisfaction of personnel on satisfaction level of customers and also financial situation of company. He has used a mathematical model in his research according which 10 units betterment in personnel satisfaction may cause 2.6 units betterment in customers' satisfaction and then %1 increase in organization's income rate.

There is also a research made by Johnson in 2004 in Netherlands. The real purpose of this research was to study this question whether disagreement with senior managers of the organization may cause an obstacle for creation a positive relation between enrichment of personnel and their organizational commitment or not?

Senior managers are expected to specify organizational goals and then notify it to lower levels of the organization. In case of any disagreement between powerful personnel and senior manager, perhaps the personnel reject to accept mentioned ideals accordingly. Although the mentioned survey will confirm a positive relation between enrichment and organizational commitment but it has been pointed out that there is no more positive and powerful relation between enrichment and organizational commitment of personnel when they are in contrast with senior managers.

It is possible to point out to a research made by Rahman & Hnifeh in 2002. They have studied different viewpoints about any relations between professional commitment and organizational one through an essay under the title of "Organizational commitment & professional commitment: "Opposition or compliance?" Relevant experimental researches made about professional commitment show that there is not any attention to evaluation and finding any relation between organizational & professional commitments or commitment in itself up to now. Walas (1993) has recognized only 25 studies in this field in his analytical research from 1966 up to 1989. His criteria were based upon relevant studies in which they have specified correlation coefficients between both commitments as well. Most studies, from Walas viewpoint were in the form of analytical essays. Measuring tools of sentimental commitment have been applied in most studies about any relation between organizational & professional commitment that means a questionnaire about organizational commitment. Accordingly, most studies in this field are limited into single-dimension and only to sentimental commitment as well.

Although we have behavioral commitment criteria in three studies, but only in analytical studies made by “Mathieu” and “Zajak” we can say that there is a difference between professional commitment and different types of organizational commitment. Both of them reported a more powerful relation between professional commitment and professional one besides a positive relation between organizational & professional commitments. According to the ideas of Mathieu and Zajak, there are little number of studies about any relation...
between professional commitment and other dimensions of it (except for sentimental commitment). As it has been proposed by researchers, it is necessary to have more studies for validity of current findings and finding out new cases about real nature and relationship between different commitments. By a more careful consideration of all these studies, it has been revealed that we should provide more evidences prior to final conclusion.

Walas (1993) has confirmed in his study that most studies have been made at North America and more than half of it has been made on accountants.

In his research about professional & organizational commitment in a legal company, “Gonz” & “Gonz” (1994) have rejected any professional – organizational opposition and write: “More updated findings are obvious in professional & organizational relation in the works of Baff & Robertz. They have studied 149 engineers in a governmental equipment warehouse at U.S.A. They have studied professional commitment by the use of three measuring criteria as “Year Mere & Care”. Baff & Robertz provided and tested a theory about any relation between organizational & professional commitment and its relation with job satisfaction. They concluded that people with higher commitment level in both aspects have the highest rate of satisfaction. Baff & Robertz (1994) concluded that there is a complementary relation between both types of professional & organizational commitments instead of one single opponent or compatible one. These conclusions are in compatible with previous findings and confirmed that there is a double folded commitment.

Regarding other foreign studies, it is possible to point out to a research made by Togia et al. (2004). By “List of employee satisfaction” including 6 aspects of job satisfaction (job condition, salary, upgrading, job nature, supervision and organization) for considering job satisfaction rate among university librarians in Greece. Their findings show that these librarians had highest level of satisfaction of their job nature, supervision and job condition and least satisfaction about their salary rate and upgrading condition.

According to the findings of the research
There is not a meaningful relation between salary satisfaction and organizational commitment of personnel with regard to the meaningful level of 0.097 and acceptable error level of (%5) and insurance level of %95. In other words, it is possible to accept H<sub>0</sub> theory about any lack of meaningful relation as well.

Testing of third theory
There is a meaningful relation between job upgrading and organizational commitment of personnel

According to the findings of the research
There is not a meaningful relation between job upgrading and organizational commitment of personnel with regard to the meaningful level of 0.053 and acceptable error level of (%5) and insurance level of %95. In other words, it is possible to accept H<sub>0</sub> theory about any lack of meaningful relation as well.

Testing of fourth theory
There is a meaningful relation between supervisor satisfaction and organizational commitment of personnel

According to the findings of the research
There is not a meaningful relation between salary satisfaction and organizational commitment of personnel with regard to the meaningful level of 0.591 and acceptable error level of (%5) and insurance level of %95. In other words, it is possible to accept H<sub>0</sub> theory about any lack of meaningful relation as well.

Testing of fifth theory
There is a meaningful relation between colleagues’ satisfaction and organizational commitment of personnel

According to the findings of the research
There is not a meaningful relation between salary satisfaction and organizational commitment of personnel with regard to the meaningful level of 0.591 and acceptable error level of (%5) and insurance level of %95. In other words, it is possible to accept H<sub>0</sub> theory about any lack of meaningful relation as well.

Testing of multiple theories
There is a meaningful relation between satisfaction of (Salary, type of job, job upgrading, supervisor and colleagues) and organizational commitment of personnel
Table 1.

<table>
<thead>
<tr>
<th>Multiple theories</th>
<th>First multiple theory</th>
<th>Organizational commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of theory</td>
<td>Satisfaction of (Salary, Type of job, Job upgrading, supervisor, colleagues)</td>
<td></td>
</tr>
<tr>
<td>Steps</td>
<td>First</td>
<td></td>
</tr>
<tr>
<td>Type of relation</td>
<td>Step by step</td>
<td></td>
</tr>
<tr>
<td>Error level</td>
<td>%5</td>
<td></td>
</tr>
<tr>
<td>Number of N</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Quantity of R</td>
<td>0.528</td>
<td></td>
</tr>
<tr>
<td>Quantity of R²</td>
<td>0.279</td>
<td></td>
</tr>
<tr>
<td>Quantity of R²</td>
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<td></td>
</tr>
<tr>
<td>F rate</td>
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<td></td>
</tr>
<tr>
<td>P-value</td>
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<td></td>
</tr>
<tr>
<td>Insurance level</td>
<td>%95</td>
<td></td>
</tr>
<tr>
<td>Confirmed theory</td>
<td>H₁</td>
<td></td>
</tr>
</tbody>
</table>

**Testing of first theory**

There is a meaningful relation between salary satisfaction and organizational commitment of personnel.

Table 2.

<table>
<thead>
<tr>
<th>Minor theories</th>
<th>First theory</th>
<th>Second theory</th>
<th>Third theory</th>
<th>Fourth theory</th>
<th>Fifth theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory description</td>
<td>Salary satisfaction</td>
<td>Organizational commitment</td>
<td>Job satisfaction</td>
<td>Organizational commitment</td>
<td>Satisfaction of job upgrading</td>
</tr>
<tr>
<td>Type of relation</td>
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<td>Linear</td>
<td>Linear</td>
<td>Linear</td>
<td>Linear</td>
</tr>
<tr>
<td>Error level</td>
<td>%5</td>
<td>%5</td>
<td>%5</td>
<td>%5</td>
<td>%5</td>
</tr>
<tr>
<td>Number of N</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>Quantity of R</td>
<td>0.137</td>
<td>0.137</td>
<td>0.137</td>
<td>0.137</td>
<td>0.137</td>
</tr>
<tr>
<td>Quantity of R²</td>
<td>0.019</td>
<td>0.019</td>
<td>0.019</td>
<td>0.019</td>
<td>0.019</td>
</tr>
<tr>
<td>P-Value</td>
<td>0.097</td>
<td>0.001</td>
<td>0.053</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Insurance Level</td>
<td>%95</td>
<td>%95</td>
<td>%95</td>
<td>%95</td>
<td>%95</td>
</tr>
<tr>
<td>Confirmed theory</td>
<td>H₀</td>
<td>H₁</td>
<td>H₀</td>
<td>H₁</td>
<td>H₀</td>
</tr>
</tbody>
</table>
Multiple theories have been performed within one step. In its first step we have satisfaction of supervisor variant which has been omitted from the function due to its lack of effects. In this case, the quantity of multiple R stands for satisfaction of supervisor and equal to 0.528. It is a sign that through this variant it is possible to estimate in itself 0.528 of organizational commitment. Finally there is a meaningful relation between satisfaction of (Salary, type of job, job upgrading, supervisor and colleagues) and organizational commitment of personnel at insurance level of %95 and with regard to meaningful level of 0.000. In other words, it is possible to accept H₀ theory about any lack of meaningful relation as well.

CONCLUSION

Generally we may conclude that job satisfaction is one of the most important problems for managers at executive organizations. This is because any lack of job satisfaction may have great effect on personnel efficiency and may cause a reduction in their work performance. Also it may cause some mental disorders for them.

Limitations

Since the subject of this research is about job satisfaction and organizational commitment and has been evaluated by some direct/indirect questions, therefore some of the respondent had no replies to some of the questions with a fear about the results of the research and any further unsuitable effect on their servicing situation.

Perhaps some of the persons at statistical society have replied to the mentioned questions aggressively due to their fear of their job future.

REFERENCES

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