Investigation of Relationship between Organizational Commitment and Professional Commitment in Gas Company of Guilan Province, Iran

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ABSTRACT: Professional commitment and organizational commitment as a kind of commitment, focus and study, management and organizational behavior over the past few decades. Much of the early theorists view conflict with the assumption professional - bureaucratic, professional and institutional commitment to hold contradictory and inconsistent relationship with each other. That increase employee commitment to their profession, their commitment to the organization is reduced. In contrast, some researchers, including recent research, professional and organizational commitments that are not necessarily incompatible and contradictory structures, it can have a significant correlation with each other. Organizations is seen as the top two levels of the commitment.

Keywords: Organizational commitment, professional commitment, The emotional commitment, continuance commitment, normative commitment

INTRODUCTION

Professional commitment (OC) and organizational commitment (OC) are two types of commitments which have been studied in the present research. OC means accepting organizational goals, attempts to achieve these goals and tendency to stay in organization and PC means identification by means of profession which includes commitment to profession, dedicating oneself to it and accepting professional goals and ethics. In this research, relationship between OC and PC has been studied.

Statement of problem

Nowadays, organizations have an important status in every society's structure. Therefore, having healthy and efficient organizations is very important and necessary. Many factors influence productivity of an organization and one of the main factors is attention to human resource. One of the issues that have been considered a lot in papers is employees' commitment to their organization and profession which can be very helpful if studied carefully. OC means accepting and believing organizational goals, tendency to hard effort and tendency to stay in organization (Porter, Steeres, Moday, Boolean, 1974); Moday, Steeres, Porter, 1979); Lawer Cheung (2002); Qun & Bnkz, 2004; in many studies, the relationship between this variable and many other concepts have been proved. These concepts include: absence at work Brook and Prys, 1989; Glatky, 1995; sagee, 1998; , organizational citizenship behavior Williams & Anderson, 1995; performance and productivity Rikta, 2002; attention to organization and staying in organization Matthew & Zajak, 1999; procedure and distribution justice Rego, Leith, and Carvalho, freire & Vieira, 2004; customer satisfaction and high sales Glad and Young, 2005. PC has a definition similar to OC but the word "profession" is used instead of "organization" and is defined as follows: acceptance and belief in professional goals, tendency to hard work on profession and the ambition of becoming a member of the members of that profession Lange, Huang & hesa, 2003; Brearley, 1999; arania & frez, 1986; Pollock, emernice, 1981.this variable has relationship with many organizational variables, such as job dependence, level of attention to work, quality of service provided for customer, organizational citizenship behavior and professional performance Farees, cordro, 2002; sourmech, Bugler, 2002; Tom, Kaczynski, Frenkel, 2002; Bryant, Moshavi & negvin, 2007.
As it can be seen, PC and OC are two different concepts and many studies have proved that these two kinds of commitment have different results and predictions. Two sets of different opinions exist in relation to these two variables and many studies have been conducted in this regard. Some believe in conflict between the two variables and believe that the presence of one of these results in the destruction of the other (L. rajaie, 2004; shafer, park, and Leeve, 2002; aree, veeiat, meen, 1991). In contrast, some others state that these two types of commitments are not necessarily contradictory and they have also a positive relationship with each other (bugh & Reuters, 1994; Armstrong, 2004) if an organization wants to reach better results, both commitments are necessary and the organization must provide appropriate conditions and develop some degree of both commitments in its employees.

For instance, many studies show that employees with high levels of performance and job satisfaction will have higher levels of OC and PC. It must be mentioned that many occupational and organizational factors affect the relationship between these two variables (Abtahi and Melayee, 2006). Therefore, this relationship differs from one organization to another.

In view of the fact that most of the studies which have dealt with the relationship between the two commitments have been conducted out of Iran and in foreign countries, the investigation of this relationship in an Iranian organization seems necessary, not only in Guilan province Gas company but also in other companies. Naturally, as it was mentioned before, generalization of the results of this research to other companies must be done with a lot of care due to the intervention of many variables in the relationship between OC and PC. In the present research, the relationship between the two types of commitment has been studied.

Importance and necessity of research

One of the issues that have been considered a lot in papers is employees' commitment to their organization and profession which can be very helpful if studied carefully. Investigation of relationship between OC and variables dependent on it and PC and finally the analysis of the results can be very helpful in improving organizational productivity and efficiency.

Research hypotheses

The present research hypotheses include one main hypothesis and four subsidiary hypotheses.

Main hypothesis

There is relationship between OC and PC.

Subsidiary hypotheses

There is relationship between emotional commitment (EC) and PC.
There is relationship between continuous commitment (CC) and PC.
There is relationship between normative commitment (NC) and PC.

Research methodology

The present research methodology is of descriptive type which was conducted with correlation method. Descriptive statistics table was used to describe variables. For data analysis, the hypotheses were tested by means of Pearson correlation test and multivariate regression analysis. Statistical population of this research includes all permanent and semi-permanent employees of Guilan province Gas Company, Iran. The number was 250 people who were working in 16 cities of Guilan province. Sampling method was stratified random sampling method and 150 people were selected by mean of Krejcie and Morgan table. Questionnaire was used as data gathering tool.

Data and information analysis

Descriptive statistics of variables have been presented in table 1.

<table>
<thead>
<tr>
<th>variables</th>
<th>mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td>29.5200</td>
<td>3.96244</td>
</tr>
<tr>
<td>EC</td>
<td>25.9933</td>
<td>4.29530</td>
</tr>
<tr>
<td>CC</td>
<td>25.8133</td>
<td>4.06390</td>
</tr>
<tr>
<td>NC</td>
<td>26.3467</td>
<td>3.95559</td>
</tr>
</tbody>
</table>

As it can be seen in table 1, PC variable has a mean equal to 29.52 and a standard deviation (SD) equal to 3.962. NC has the greatest mean from among independent variables (26.35) and a SD equal to 3.959. The least mean belongs to CC variable with value 25.81 with a SD equal to 4.063. Correlation coefficient results are used to investigate hypotheses in the next part.
Table 2. Matrix of correlation coefficients between PC and independent variables (=predicting variables)

<table>
<thead>
<tr>
<th>variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td>0.692**</td>
<td>0.467**</td>
<td>0.564**</td>
</tr>
<tr>
<td>Predicting variables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC</td>
<td>-</td>
<td>0.575**</td>
<td>0.734**</td>
</tr>
<tr>
<td>CC</td>
<td>-</td>
<td>-</td>
<td>0.852**</td>
</tr>
<tr>
<td>NC</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

0.01<<P 0.05<<P

As it can be seen, all correlations are significant in 0.01 levels.

Regression model with simultaneous method and partial correlation was used to determine the best predictor of PC variable. The results have been summarized in table 3.

Table 3. Multiple correlation coefficient and multiple correlation square of variables EC, CC, NC in predicting PC

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>Multiple correlation coefficient</th>
<th>Square of Multiple correlation coefficient</th>
<th>Adjusted Square of Multiple correlation coefficient</th>
<th>F(3,146)</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td>EC</td>
<td>0.699</td>
<td>0.498</td>
<td>0.478</td>
<td>46.562</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>CC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the results of the above table, the relationships between EC, CC, NC and PC are significant (F(3,146)=46.562, p=0.000). Therefore, linear combination of the linear values is significantly related to PC. Multiple correlation coefficient of the sample is equal to 0.699 which shows that almost 49 percent of the variance of PC is explained by linear combination of the values of OC in our sample ($R^2=0.489$).

Therefore, it can be concluded that the independent variables EC, CC and NC can predict the dependent variable. Therefore, regression equation can be generalized to all population. Results of determination of regression analysis coefficients and determination of significance prediction of independent variables and formulation of regression analysis have been presented in table 4.

Table 4. Coefficients of standard and non-standard regression analysis for prediction of PC

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Statistical index of independent variable</th>
<th>Non-standard beta coefficients</th>
<th>Standard error</th>
<th>Standard beta coefficient t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>constant</td>
<td>10.981</td>
<td>1.878</td>
<td></td>
<td>0.848</td>
<td>0.000</td>
</tr>
<tr>
<td>EC</td>
<td>0.543</td>
<td>0.082</td>
<td>0.588</td>
<td>6.634</td>
<td>0.000</td>
</tr>
<tr>
<td>CC</td>
<td>0.073</td>
<td>0.077</td>
<td>0.074</td>
<td>0.936</td>
<td>0.351</td>
</tr>
<tr>
<td>NC</td>
<td>0.097</td>
<td>0.112</td>
<td>0.083</td>
<td>0.869</td>
<td>0.386</td>
</tr>
</tbody>
</table>

According to the results of table 4 and significance of F in variance analysis table (4) and t in table above, regression analysis with all 3 predictors of OC is significantly related to PC. According to slope coefficients (B column), regression equation will be as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \ldots$$

Therefore, after substitution of coefficients in the above formula, equation of prediction of PC out of OC dimensions values will be as follows:

Prediction of PC = 10.981 + 0.543(EC) + 0.073(CC) + 0.097(NC)

According to slope values, as the values of OC dimensions values increase, higher values will be predicted for PC. Indices presented in table 5 show the relative ability of each predictor.

Table 5. Bi-variable and partial correlations between predictors and PC

<table>
<thead>
<tr>
<th>variable</th>
<th>Double variables correlation</th>
<th>Partial correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC</td>
<td>0.692**</td>
<td>0.481**</td>
</tr>
<tr>
<td>CC</td>
<td>0.467**</td>
<td>0.077</td>
</tr>
<tr>
<td>NC</td>
<td>0.564**</td>
<td>0.72</td>
</tr>
</tbody>
</table>

Double variables correlation: correlation between each predictor and PC Partial correlations: correlation between each predictor and PC with controlling other predictors

P**<<0.01, p*<<0.05

As it can be seen, all bi-variable correlations between PC values and all three indices of OC are significant (P<0.01). Partial correlation between EC values and PC is significant. Therefore, it can be concluded that only EC can predict 48% of the variations of PC and is the best predictor for PC from among OC dimensions. This is while the share of the other variables is only one percent (48.9%-47.9%).
Research hypothesis were analyzed according to table data.
Main hypothesis: there is relationship between OC and PC.
Data of table 6-4 shows that the calculated correlation coefficient is significant in p<0.01 level (p=0.000 and r=0.699). It is also observed that there is positive and significant relationship between OC dimensions and PC.
In other words, as OC increases, employees' PC will also increase.

First hypothesis: there is relationship between EC and PC.
Data summarized in table 5 shows that the calculated correlation coefficient between EC and PC is positive and significant in p<0.01 level (p=0.011, and r=0.564). In other words, as EC increases, PC will also increase.

Second hypothesis: there is relationship between CC and PC.
Data summarized in table 5 shows that the calculated correlation coefficient between CC and PC is positive and significant in p<0.01 level (p=0.011, and r=0.467). In other words, as CC increases, PC will also increase.

Third hypothesis: there is relationship between NC and PC.
Data summarized in table 5 shows that the calculated correlation coefficient between NC and PC is positive and significant in p<0.01 level (p=0.011, and r=0.564). In other words, as NC increases, PC will also increase.

CONCLUSION

Experts of organization and management believe that the most valuable capital of an organization is its human capital and attention to this valuable capital will affect organizational success or failure. Therefore, improvement of commitment is very important and managers must pay attention to it. More committed employees are more loyal to their organization and will be more active in their organizational roles and they will rarely try to leave their organization. As it was mentioned, OC concept refers to a positive attitude which is indicative of feeling loyalty towards organization. Studies show that employees' commitment to their organization has many valuable results for the organization. The main results of employees' commitment are as follows:

1) increase in employees' creativity and innovation 2) increase in employees' maintenance in organization 3) feeling of dependence on organization 4) employees' more favorable job performance 5) reduction in employees' leaving organization 6) active social behavior 7) lack of absence at work 8) empathy and helping colleagues and reduction of job stress 9) organizational financial successes 10) increase in effectiveness and productivity.

These results will lead to organizational excellence and reaching organizational goals and finally, it is the society that benefits from organizations success and employees' attempts.

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