

The Role of Job and Personality Fit in the Employee's Organizational Commitment of Guilan Agricultural Organization

Madad Ali Rostami^{1*}, Mohammad Houmani Farahani², Maryam Ghara Jhafari³

¹ Economic Sciences, Department of Agricultural Economics, Payam-e-nur University, Talesh branch, Iran; ² Economic Sciences, Department of Agricultural Economics, Islamic Azad University, Maku branch, Maku, Iran; ³ Economic Sciences, Department of Agricultural Economics, University of Allame, Khoy, Iran

*E-mail: madad1077@yahoo.com

Abstract

Noble & Mkwa (1999) defined organizational commitment as the degree in which a person identifies the organization's goals and values and acting toward it. Herscovitch & Meyerz (2002) go far beyond and has been defined organizational commitment as a force that link individual to functional flow required for the successful implementation of change initiatives (Turner et al, 2008, p34). Efficiency and development of any organization largely depends on the proper function of human capital. Organizational commitment is the intangible factor affecting employee performance. Organizational commitment is associated with several factors. According to John Holland one of these factors is job and personality fit. In this paper, we explain the employee's organizational commitment of Guilan Agricultural Organization. The purpose of this study was to assess the appropriateness of the job and personality in organizational commitment. For this purpose, among the 2370 personnel of Guilan Agricultural Organization, 400 people were randomly selected and data collected through the questionnaire. Data were analyzed with analysis of variance and Duncan using SPSS software. The results showed that the research hypothesis is confirmed. The results show that there is a relationship between personality types in different job categories and organizational commitment.

Keywords: Organizational commitment, Personality, Fitness Jobs

Introduction

Organizational commitment is devoted an important role in organizational behavior research over the past decade. And, it is a condition that person finds the identity with organization and wish to remain in its membership. The term of organizational commitment as defined by Wit determine three importance areas of feeling or behavior that is owned by someone working in the organization, it is a belief in and acceptance of organizational goals and its dreams, tendency to try for organization beyond what has been stipulated in the contract, like to stay in the organization.

Loyal manpower is consistent with the organization's goals and values and tends to maintain organizational membership willing to work beyond the stipulated duties and could be an important factor in the organization effectiveness. Organizational commitment as a psychological state that is defined as at least three distinct components: 1- Desire, 2 – Requirements, 3- Requirement for continued employment in an organization which respectively are: emotional, rational and continuous (Hosseini, Amirtash, Mozaffari, 2005, p 85).

Today, careers in organizations widely classified and encoded very complexly and then job duties are discussed and analyzed. The main discussion related to jobs is to review and determine the psychological feature for obtaining jobs. This question that what personality and emotional characteristics a person should have to obtain a job and how is the job ID and the required psychological characteristics is the main axis of jobs analyst. Whatever we move from the beginning

levels of the classical organization which account for easy jobs toward the top of the organization pyramid, jobs become more complex and also its qualifying is more complex.

According to Coper & Robertson, among the predictors of career success, personality features because of development and sustainable acceptance are superior on the other properties (Personality is one of the predictors of career success). Many job theories believe that the most effective element in the selection and career success is personality. Coper believes that individuals choose this career in order to express their personality. Individual personality recognition at the first choice of employment facilitates to orient toward a job that is consistent with his psychological and personality needs (Salimi, Kariminia, Amiri, 2006, pp. 6-7).

Research implications

Based on previous research, interested employees and loyal to the organization have higher performance and productivity. They more tend to remain in the organization, have fewer absences and higher incentive. Thus, organizations can realize the goals of the organization identifying their employee's level of organizational commitment and changes in the factors affecting it (Madani, 2005, p 4).

Efficiency, effectiveness and performance improvement is the main objectives of an organization and each organization is trying to boost the output in different way. To achieve the above objectives, its related factors should be identify and took a step toward its strengthening. One of these factors is organizational commitment which has attracted a lot of interest in recent years. Because it is impact on many variables such as job satisfaction, absenteeism, turnover, job challenge and performance (Mohammad Alizadeh, 2003, p 4).

In many cases, organizations require people who work for organization benefit and beyond the duties assigned to them. The failure to make such a commitment and psychological attachment of organization members would be required to increased costs for monitoring and control. Having managers and staff who have internalized the values and goals of the organization, this makes sure that individual inwardly work to provide benefits to the organization. Although many researches has been carried out about organizational commitment both inside and outside Iran, due to the complexity of the concept and factors affecting it, the results can not be generalized with confidence to the studied community. (Hosseiniyan, Habibi, Majidi, 2007, p 11).

The first and most important determining factor in a decision process is to provide conditions for creating "constructive work" in different aspects of their identity, including who I am, who I am not, how do I personality, what talents and interests I have and besides all these components, what future and what jobs and social status will determine the course of my lives? If have not answered these questions well and the necessary guidance not take place on what can be done based the individual talent, loss of identity, frustration, futility, stagnating, domestic and social dissatisfaction will come across a person (Holland,1997, p 3).

So, it seems that due to performing a bulk of agricultural organizations duties by employees and their direct relationship with farmers and manufacturers and the extension missions of agricultural Organization, evaluation of organizational commitment is essential. To determine the organizational factors influencing organizational commitment can be an important step in increasing the efficiency and effectiveness and ultimately improve the overall performance of the agricultural organization.

Literature review

Many studies have been conducted with different titles in different sectors in relation to organizational commitment, that some of them are mentioned below.

Openly accessible at <http://www.european-science.com>

Chew, chan (2008) studied HR performance, organizational commitment and intention to stay. The purpose of this paper was to investigate the effect of HR practices on organizational commitment and intention to stay. These functions include facilitating adjustment of the individual to the organization, an effective reward and recognition scheme, creating challenging assignments and implementing training and professional development. The findings show that organizational commitment is positively impacted by PO compatibility (person - organization); recognition, rewards and it is an opportunity to undertake challenging job assignments. Intention to stay has a significant relationship with PO compatibility (person - organization), recognition, rewards and training and professional development. In addition, training and professional development has little relationship to organizational commitment and challenging assignments are also no longer related to the intention to stay in organization (Chew, chan, 2008, p 503).

Turner parish et al (2008) studied the employee's organizational commitment to organizational change. The purpose of this study is emphasized on the role of employee commitment in situations of organizational change initiatives. Experts are trying to design and test a model that draws sources and consequences of effective, normative, and sustainable commitment to organizational change. The results suggested that resources are consistent with the attitude, the quality of the manager-employee relationship, job motivation and job autonomy which all affect on commitment to change. In addition, the effective commitment that in turn has impact on the staff inferences about the developed performance, operational success and learning individually based on change has the highest effective. (Turner paris, et al 2008, p 34).

Boles et al., (2007) studied the relationship between different aspects of job satisfaction with effective organizational commitment. In this paper, in order to identify the gender of the vendors (as an intermediary), the relationship between job satisfaction and organizational commitment dimensions have been discussed. This study had been focused on certain factors such as the company vendor's performance and to explore the relationships between different aspects of the vendor's job satisfaction and organizational commitment. The results show that different aspects of job satisfaction have a significant relationship with organizational commitment. Furthermore, these findings suggest that these relationships are not the same for men and women vendors. Results demonstrated that sales managers do not enjoy from the needed satisfaction (in all dimensions) in relation to organizational commitment. In addition, different aspects of satisfaction such as wages, support for men compared to women is associated with beneficial results. These findings show a significant relationship with sales managers (Boles, et al., 2007, p 311).

Hosseiniyan et al., (2007) studied the inter-organizational factors influencing employee's organizational commitment in Tehran police station. This study aims to identify and scientifically explain some of the inter-organizational factors influencing to improve employees' organizational commitment in the Tehran police station. These factors are: alignment of individual and organizational goals, providing conditions for success business, nature of work and welfare measures. Research hypotheses were tested in Figure 4. To test the hypothesis, among the 4145 employees of the Tehran police station, 320 individuals using stratified random sample were selected and data were collected through questionnaire. The relationship between each variable with organizational commitment was investigated and analyzed using descriptive statistics (mean, Index, standard deviation) and inferential statistics (Pearson correlation and regression analysis). In this study, the level of significance was 0.05. The results indicate that there is a significant relationship between three variables: "alignment of organizational and individual goals, ensuring success business and the nature of the work," with organizational commitment. However, a significant relationship was not found between organizational commitment and welfare measures. Also, the

employee's organizational commitment of Tehran police stations was evaluated as above average (Hosseinian, Majidi, Habibi, 2007).

Sanaghou et al., (2006) studied the concept of organizational commitment in view of nursing faculty members. In this paper, some issues are discussed in relation to the experiences and perspectives of faculty members from organizational commitment. This category includes the duty, responsibility, love of work, sacrifice, being effective and dynamic, understanding of students problems. Findings enable the training managers to recognize more coaches and their perceptions of organizational commitment. This may indirectly help to design, implementation and evaluation of training programs (Sanagou, Nikraves, Dabaghi, 2006).

Talebpour et al (2006) studied the relationship between organizational commitment and job involvement and its comparison between male PE teachers in seven school districts in Mashhad. The purpose of this study was to examine the relationship between organizational commitment and job involvement and its comparison between male PE teachers in seven school districts in Mashhad. The results indicate that the organizational commitment level of the sport teachers is ($SD = \pm 7.75$ and $M = 49.26$) that indicating the medium and high level of organizational commitment. The rate of job involvement in sport teachers is ($SD = \pm 6.91$ and $M = 44.75$) that indicating the average level of job involvement in studied people. In the mean comparison, organizational commitment that was performed using ANOVA, the differences between the average organizational commitment in the districts with the correlation coefficient was significant ($p=0.035$). And then, the Tukey post hoc test determined that the districts of 3 and 7 have higher organizational commitment than districts 1 and 4 (Talebpour, Emami, 2006).

Sabaghian et al., (2006) studied the relationship between organizational commitment and burnout of physical education teachers. Based on these findings, the frequency and severity of depletion in the personal characteristics of the faculty has significant relationship with their emotional commitment. Depletion frequency rate of the personal characteristics of tuition teachers has significant relationship with affective commitment and normative commitment. There is significant relationship between the severities of depletion of personal characteristics with affective commitment component. Significant differences were observed between the affective commitment and frequency of emotional exhaustion and between affective commitment and the intensity of depletion from personal characteristics in both group of the faculty members and tuition teachers. The results show that organizational commitment of faculty teachers are more than tuition teachers. Only affective commitment component can predict burnout (depletion of personal characteristics) in the teachers (Sabbaghian Rad, Tondnevis, Mozaffari, Zarei, 2006).

Theoretical framework

Theoretical framework is the basis that all the research is placed on it. Theoretical context is a logical, developed, described and perfect network between variables that is provided through processes such as interviews, observations, and review of the literature. At this stage it is obvious that to find solutions to the problem, the researcher initially must know the problem and then determine the variables involved to find solutions to specific problems. After identifying the appropriate variables, the communication network between variables (Research Analytical Model) is properly constructed, so that can create the related hypotheses and then test it. Based on hypothesis test results, it turns out that what extent of the problem can be solved by research findings. Thus, to prepare theoretical framework is an important step in the research process (Khaki, 2000, p 163).

This research utilizes the above issues shows the research model as following:

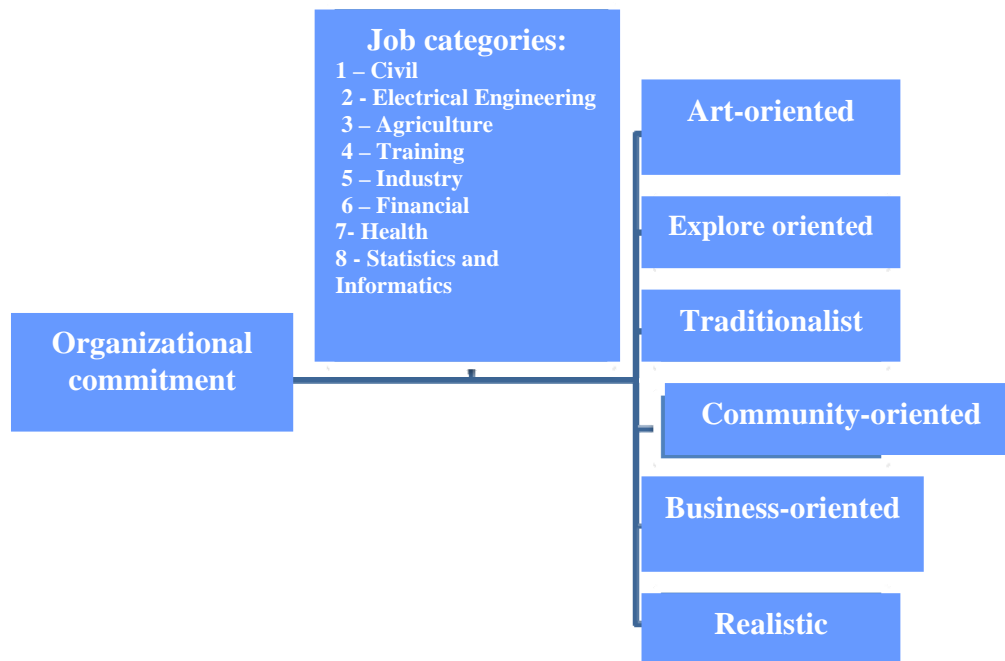


Figure 1. Conceptual model

Research objectives

1. Assess and determine the personality types of Guilan Agriculture organization employees
2. Assess and determine the dimensions of organizational commitment in Guilan Agriculture organization.
3. Assess the effect of differences personality types in organizational commitment rate with regard to the type of staff job in Guilan Agricultural Organization employees.

Research question

What personality type in what jobs leads to the improvement of employee's organizational commitment in Guilan Agricultural Organization?

Hypothesis

According to the research title and to examine the differences in six personality dimensions in commitment according to their jobs the following hypothesis is proposed:

H: Organizational commitment in personality types is different depending on jobs type.

Scope of research

Subjective scope: Subjective research confined within job and personality fit roles with organizational commitment in the field of organizational behavior.

Time scope: This study was conducted from 20 February 2008 to August 2009.

Place scope: Guilan Agricultural Organization employees

Research Methods and Data collection tool

Research Methods in this study is descriptive-analytical method and will be considered field research. To test the hypothesis, two-factor variance analysis was used for data analysis. This study, after the primary studies and review of the literature regarding to the related issue, attempted to

identify the main variables. The population was then determined and sampling was done. To measure the variables, data were collected through a questionnaire and after coding and scoring, analyzed using SPSS software. Finally, using the calculated variables, tables and graphs, the hypothesis were tested.

Required samples for this study were selected randomly. In this study, a simple random sampling was used, until all employees have an equal chance and the generalizability of the findings is high. The population is the staff of Guilan Agricultural Organization. Because the staff of Guilan Agricultural Organization is about 2,400 people and access to all of them was not possible, we select a sample of 400 staff. Among employees in eight job categories, 50 individuals were selected from each category by random chance and personality types (Based on John Holland) and organizational commitment (from Allen and Miyers perspective) questionnaire was distributed among them. Total number of questionnaires was 480 that 400 questionnaires were returned and were analyzed. In this study, a statistical unit is one employee of Guilan Agricultural Organization. Measurement tool in the research is standard and measured questionnaire.

To calculate the sample size in this study, the following formula is used:

$$n = \frac{Z_{\frac{\alpha}{2}}^2 \cdot S_x^2 \cdot N}{e^2 N - e^2 + (Z_{\frac{\alpha}{2}}^2 \cdot S_x^2)}$$

Components of the formula are as follows:

n = Sample size

$Z_{\frac{\alpha}{2}}^2$ = variable size, according to the standard normal distribution with a level of uncertainty α

e^2 = Error rate

S_x^2 = The variance of population (according to the studied variables)

N = Population size

$$n = \frac{(1.96)^2 \times (0.498)^2 \times (2370)}{(0.05)^2 \times (2370) - (0.05)^2 + (1.96)^2 \times (0.498)^2} = 384$$

Variables of the study

Independent variables: Independent variable has positive or negative impact on the dependent variable. That is, when the independent variable is present the dependent variable is also there. Whatever increase in the independent variable, the increase or decrease will occur in the dependent variable (Skaran, 2002, p 85).

Questionnaire is used to measure the independent variables that are included:

Realistic people: People who have to physically or mechanically ability and preferring to are involved in objects and materials, tools and equipment, plants or animals issues. Personality features of these individuals include: High ability level, shy, acumen, stable, opportunist and a man of action, jobs commensurate with mechanical tools, drilling machine operator, Production line workers, farmer and forestry worker (Seyyed Javadein, 2006, p 117)

Researchers: There are people who like to make their own inquiries, to analyze, to observe, informed, to assess or to engage in problem solving. These people have personality traits such as:

Analyst, curious, independent, investigator. Jobs appropriate for them are: Economists, biologists, mathematicians, media reporter, university professors, chemists (Seyyed Javadein, 2006, p 117).

Society-oriented people: A group of people who like to work with people, to learn them, to guide them and resourcefulness for them. They have personality characteristics such as intimate, warm, friendly.

Practice-oriented people: These people are attracted to activities that are structured based on the laws and regulations. These individuals may consider lower priority for their own personal and follower needs compared to organizational requirements. The personality character of this people is conservative, efficient, pragmatic, non-morality and inflexible and jobs commensurate with them are accountant, Cashiers, banking, and chief and curator of the archive (Seyyed Javadein, 2006, p 117).

Influence people: Those are including individuals who like to influence and to lead others. Their personality feature are including dominant, confident, ambitious, energetic and ambitious. And occupations such as lawyers, lawyers, officials Ventures, Public Relations Manager are appropriate for these individuals (Seyyed Javadein, 2006, p 117).

Artist: There are people who have artistic, feeling, taste and innovation ability. Their personality characteristics are creative, idealistic, dreamer, full of feeling and tasteful jobs commensurate with them are: painter, musician, writer, designer, missionary and propagandist (Seyyed Javadein, 2006, p 117).

Dependent variable: Organizational commitment in this study is used as the dependent variable and is expressed in three dimensions:

First dimension: It is related to affective commitment, the dependency for employees to do the job and their willingness to continue to stay to serve organization.

Second dimension: It is continuous or rational that is based on the costs associated with leaving the organization and is related to the lack of suitable alternative employment.

Third dimension: It is normative commitment. Staff, knew the continuing serve and work in the organization as their duty, obligation and responsibility to be able to contribute to the organization (Nasiri, 1999, pp. 12).

Porter et al., (1975) consider commitment as the relative strength of an individual to identify a particular organization and participation to it. Commitment consists of three elements: 1- Strong desire to remain as a member of the organization, 2- Belief in and acceptance of the values and goals of the organization, 3- Readiness to afford maximum attention to the interests of the organization (Armstrong.2003, 1, p 234).

The operational definition of organizational commitment is that the person proud to being in the organization when put more time in the organization, they know the problems of the organization as their problem and looked higher at his organization compared to other organizations. In other words, know his organization better than other organizations. Even he is so loyal to an organization that is pessimistic about their future work or leave. This person will never leave the organization. If such conditions exist in the organization, job satisfaction and staff members will not be low. People do not move to other places and their commitment to the organization will increase (Haghi, 2009, p 13). The dependent variable in this study was assessed by questionnaire.

Results

Results of Descriptive statistics

After collection of the questionnaires, it was found that 114, 79,102, 68, 24 and 13 subjects are from realistic personality type, explorer, community-oriented, procedure-oriented, and effective and artist, respectively.

Table 1. The commitment variables on personality type

Variables	Variance	SD	Average	Maximum	Minimum	Number
General Commitment	188.5	13.73	56.64	80	18	400
Commitment in the Realist type	70.91	8.42	67.32	80	37	114
Commitment to the explorer type	37.36	6.11	412.63	68	38	79
Commitment in community-oriented type	74.97	8.65	61.17	80	21	102
Commitment in influenced the type	110.05	10.49	34.79	64	20	24
Commitment in procedure-oriented type	69.89	8.36	57.73	70	37	68
Commitment in artist type	275.91	16.61	28.92	68	18	13

Table 2. The commitment variables on job categories

variables	Variance	SD	Average	Maximum	Minimum	Number
General Commitment	188.5	13.73	56.64	80	18	400
commitment in industry	146.57	12.1	60	80	30	50
commitment in financial	178.72	13.36	55.74	77	21	50
commitment in power electric	149.24	12.21	56.02	79	26	50
commitment in civil	155.40	12.46	59	76	21	50
commitment in agriculture	301.64	17.36	55.46	80	21	50
commitment in health	116.45	10.79	57.5	77	21	50
commitment in training	282.63	16.68	55.32	79	18	50
commitment in statistics and informatics	157.41	12.54	53.88	77	20	50

According to Table 1, it was observed that organizational commitment generally have a minimum of 18 and maximum of 80 and a mean 13.73. It's SD and variance is 13.73 and 188.5, respectively. It was also observed that variable commitment in realist personality type have a minimum of 37 and maximum of 80 and a mean 67.32. It's SD and variance is 8.42 and 70.91, respectively.

According to Table 1, it was observed that variable commitment in explorer personality type have a minimum of 38 and maximum of 68 and a mean 42.63. It's SD and variance is 6.11 and 37364, respectively. Further, it was observed that variable commitment in community-oriented personality type have a minimum of 21 and maximum of 80 and a mean 61.17. It is SD and variance is 8.65 and 74.97, respectively.

According to Table 1, it was observed that variable commitment in procedure-oriented personality type have a minimum of 37 and maximum of 70 and a mean 57.73. It is SD and variance

is 8.36 and 69.89, respectively. Also, it was observed that variable commitment in effective personality type have a minimum of 20 and maximum of 64 and a mean 34.79. It is SD and variance is 10.49 and 110.8, respectively. Finally, it was observed that variable commitment in artist personality type have a minimum of 38 and maximum of 68 and a mean 42.63. It is SD and variance is 6.11 and 257.91, respectively.

According to Table 2, it was observed that variable commitment in industry job categories have a minimum of 30 and maximum of 80 and a mean 60. It's SD and variance is 12.10 and 146.57, respectively. It was observed that variable commitment in financial job categories have a minimum of 21 and maximum of 77 and a mean 55.74. It's SD and variance is 13.36 and 178.72, respectively. It was also observed that variable commitment in power electric job categories have a minimum of 26 and maximum of 79 and a mean 56.2. It's SD and variance is 12.21 and 149.24, respectively.

According to Table 2, it was observed that variable commitment in civil job categories have a minimum of 21 and maximum of 76 and a mean 59.68. It's SD and variance is 12.46 and 155.40, respectively. It was observed that variable commitment in agriculture job categories have a minimum of 21 and maximum of 80 and a mean 55.46. It's SD and variance is 17.36 and 30164, respectively. It was also observed that variable commitment in health job categories have a minimum of 20 and maximum of 77 and a mean 57.5. It's SD and variance is 10.79 and 116.45, respectively. Further, it was observed that variable commitment in training job categories have a minimum of 18 and maximum of 79 and a mean 55.3. It's SD and variance is 16.81 and 282.63, respectively. Finally, it was observed that variable commitment in statistics and informatics job categories have a minimum of 20 and maximum of 77 and a mean 53.88. It's SD and variance is 12.54 and 157.41, respectively.

Hypothesis testing results

The research hypothesis is that organizational commitment in personality types is vary according to the type of job. Firstly, according to the calculations, it was observed that organizational commitment of employees is different with various personality types. This relationship is significant given $\text{sig} = 0$. Meanwhile, according to Duncan's table, it was found that there are different levels of commitment in different personality types. Furthermore, it was observed that the highest and lowest commitment rate was found in the realistic personality and artist personality type, respectively.

Conclusions and recommendations

1. According to the general hypothesis, it is suggested that because job categories is impact on the relationship between personality types and organizational commitment, the personality type of person should be considered consisted with the findings when labor turnover in different job categories. Due to the extension of the main hypothesis, the following is recommended:

2. According to the theory, in the financial field, those who have procedure-oriented personality types should be used. However, based on research findings, those who are community-oriented personality types have greater commitment than other personality types. Therefore it is recommended to organization to consider this in labor turnover.

3. According to the theory, in the agriculture field, those who have realist personality types should be used. However, based on research findings, those who are realist personality types have greater commitment than other personality types and it is consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

4. According to the theory, in the training field, those who have community-oriented personality types should be used. However, based on research findings, those who are realist

personality types have greater commitment than other personality types and it is not consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

5. According to the findings, those who have realist personality types have greater commitment than other personality types and it is not consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

6. According to the theory, in electrical field, those who have explorer personality types should be used. However, based on research findings, those who are realist personality types have greater commitment than other personality types and it is not consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

7. According to the theory, in health field, those who have community-oriented personality types should be used. However, based on research findings, those who are realist personality types have greater commitment than other personality types and it is not consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

8. According to the theory, in industry field, those who have realist personality types should be used. However, based on research findings, those who are realist personality types have greater commitment than other personality types and it is consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

9. According to the theory, in civil field, those who have realist personality types should be used. However, based on research findings, those who are realist personality types have greater commitment than other personality types and it is consistent with the theory. Therefore it is recommended to organization to consider this in labor turnover.

In this study, the role of job and personality fit on organizational commitment in the agricultural organization employees was studied. So, it is recommended that:

1. This research conducted by future researchers in other public and private organizations.

2. According to the results, personality type based on the theory in some occupational categories in terms of commitment is not consistent with the theory. So it is recommended that other factors affecting on the results in two statistical communities (a community that defined theory and study population) including culture, education and etc must be studied.

3. Based on the research sub-findings, the commitment rate of realist personality type is different in various job categories. So, it is recommended further studied by researchers.

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