

Analysis of the Influential Factors in Organizational Commitment (Case Study: Islamic Azad University Staff- Mashhad Branch)

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Abstract

Organizational commitment can be defined as a connection between staff and organization. The present study is concerned with the influential factors in organizational commitment of staff aiming for identification and further examination. The method of this research was causal-comparative. Samples were 110 participants and stratified sampling was administered in this study. The Standard Organizational Commitment Questionnaire was used for data collection and Cronbach's Alpha was 0.847. Using Lisrel Software proved that all hypotheses are acceptable. As a result, personal features, job experiences, and non-organizational factors were revealed to be effective in the organizational commitment of staff.

Keywords: Organizational Commitment, Job Features, Personal Features, Job Experiences, and Non-Organizational Factors

Introduction

Since the second half of the 20th century, attention was drawn toward the concept of organizational commitment and lots of resources were tasked to analyze this variable whose findings confirmed that organizational commitment is intermingled with many job behaviors of staff in their organization. One of the potential effects of organizational commitment is on the performance and efficiency of organizations.

Organizational commitment can be defined as a connection between staff and organization in which involvement in job, loyalty and faith in the cause of organization plays a vital role. There are three phases in organizational commitment: acceptance, assimilation, and internalization. In the first phase, a member of an organization accepts the influence of others,

mainly to get salary or reward. In the second phase, the member accepts the influence with the aim of connection to the whole grid of other members and show off his abilities. This is the phase in which member feel proud and satisfied to be with each other. In the third phase, the member realizes that the values of organization pleases him deep down and feels that they are consistent with his personal values. If organizational commitment reaches its final phase, then the member is a committed one upon which trust can be invested.

Statement of the Problem

With the market competitions getting intense in the world, reforms are not sufficient to keep up with pace of developments in organizations. In order to achieve an innovation, organizations are required to make a strategic move towards customer satisfaction evaluation, facilitate new methods of service, identification of customers' wills and progress to the future. Today, customer satisfaction is very important and hear their viewpoints are not enough for the reaching the competitive goals in the world market. One of the main reasons is the similar options that are available for customers which may confuse them. An adequate strategy for companies can be to adapt themselves with the wills of customers and try to gain their trust and satisfaction.

This policy will necessarily provide the customer expectations but more importantly it is the customer who can act as an asset in advertisement and propagation of his or her satisfaction. As a result, in order to expect the needs of customers, the key is to detect their wills; this is of importance for innovation.

The researchers aim to evaluate the influential factors in organizational commitment of Islamic Azad University (IAU) staff in Mashhad Branch. That is because these factors play an important role in the efficiency of the staff and heighten the level of satisfac-

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tion in customers and consequently will lead to the job satisfaction of the IAU staff in Mashhad Branch.

Significance of the Study

Despite the fast developments in service marketing and productions, innovation and accurate programming particularly in regard with human power seem necessary. In order to seize the market, needs of customers should be taken into consideration in the new plans. Survival of each company is dependent on its capacity with respect to identifying the needs of customers and developing the services and the role of a novel and updating the plan is of high value. Today, meeting the needs of customers with the same traditional methods is not enough to control the market and their needs and expectations should be taken into consideration in the modern market planning projects.

These needs and expectations are increasing and achievements are being reached day by day. Programs of production and service development require an adequate understanding of customers' wills. Therefore, research and planning are necessary for companies to get customers' satisfaction. After that, designing new plans become necessary. The significance of this research is to gain a better understanding of the needs of staff and their commitment in IAU. This understanding can have a fruitful role in hearing customer voice (IAU staff) and reflecting it to the managers and, consequently, designing a suitable structure.

In case of the success of this research project, it can be a huge step in development of the customer

orientated culture in IAU staff. It also can establish the utilization of quality management systems in the organization which leads to the increase in the level of satisfaction among staff and naturally increases the quality of services and activities. It, further, brings more profits and market shares and more satisfaction among students.

Hypotheses of the Research

1- Personal features of the staff (the need to succeed, age, education) are influential in their organizational commitment.

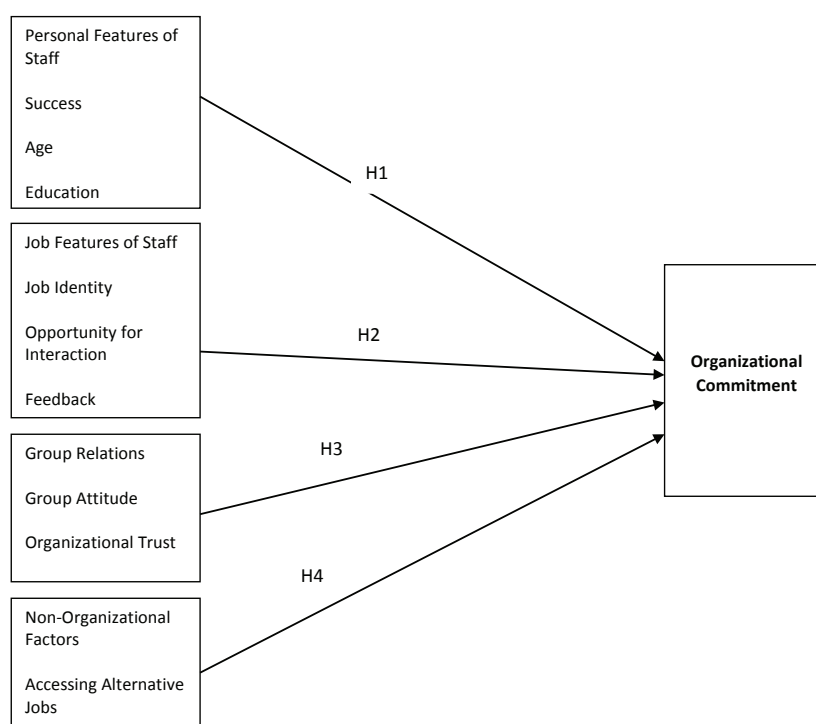
2- Job features of the staff (job identity, opportunity for interaction, feedback) are influential in their organizational commitment.

3- Group relations of the staff (group attitude, organizational trust) are influential in their organizational commitment.

4- Non-Organizational factors (access to the alternative jobs) are influential in their organizational commitment.

Analytic Model

Based on the experiences of the researchers with respect to the organizational commitment in IAU-Mashhad Branch, it has been concluded that some of the variables extracted from the two models for organizational commitment of Mathieu & Zajac (1995) and Mowday, Porter & Steers (1982) can help to obtain the best evaluation of the organizational commitment of the IAU staff in Mashhad Branch. Therefore, the researchers integrated these two models and proposed the following one:



Review of Literature

With regard to the studies and researches done about the needs and motivations of members of an organization and its connection with the organizational commitment we can say that humans have various needs and these needs will be compensated by various motivations and these motivations influence the level of commitment to their respective organization. Findings of the studies show that hygienic and motivational needs are important factors for the improvement of organizational commitment. Factors like education, gender, and years of service are considered to be personal features and can be sub-categorized as hygienic factors. Some of the studies conducted in this regards are as follows:

Shagholi (1999) in a study titled “Cooperative Management and its Relation to Organizational Commitment of Teachers of Girl High Schools in Mashhad in Regions 2&4” discovered the following results: 1) There is a positive significant relationship between the triad components of organizational commitment and the inclination to quit the service. 2) The organizational commitment (emotional, permanent, and responsibility) of managers is more than that of the experts.

Madani *et al.* (2005) conducted a study on the analysis and evaluation of the organizational commitment among the staff of Fajr and Bidboland gas refining companies. Findings showed that the organizational justice is one of the effective factors on organizational commitment and organizational commitment is good in these two companies, however, the average dimension of organizational commitment in Bidboland Company was higher than that of Fajr Company. Moreover, the relationship between education and emotional commitment and service experience with permanent commitment was significant in Bidboland Company. Behravan *et al.* (2010) in their study “The Influential Factors on the Level of Organization Commitment of Gas Company Staff” showed that organizational justice is the most important factor affecting directly and positively on the level of organizational commitment. Other factors like organizational cooperation, role uncertainty, role pressure, and independence in job have direct effects on the organizational commitment and factors like opportunity for promotion have indirect effects.

Kord Yamini *et al.* (2012) in a study titled “Analysis of the Relationship between Organizational Commitment with Job Burnout and Organizational Spirituality among the Post Staff of Zahedan and Gorgan” concluded that there is a negative signifi-

cant correlation between norm commitment and overall scores of organizational commitment with depersonalization and personal use has positive significant correlation with constant commitment norm commitment and overall scores of organizational commitment.

Hasani *et al.* (2012) in their study titled “Analysis of the Role and Islamic Work Ethics and Organizational Culture on the Job Satisfaction and Organizational Commitment of the Staff of Shahid Chamran University” confirmed the intermediary role of organizational commitment in the relationship between Islamic work ethics and job satisfaction and also in the relationship between organizational culture and job satisfaction.

Ansari *et al.* (2013) in their study titled “Islamic Work Ethics and Organizational Commitment among the Staff of Isfahan University of Medical Science” showed that the staff, due to reasons of emotional connection or due to lack of opportunity outside the organization, is committed to the organization. Their findings showed that the staff is not reluctant to leaving the organization and this should be taken into consideration by the managers and authorities.

Kline and Peters (1991) examined the work commitment and work identity of Chickanaha workers and their findings showed that factors including gender, marriage, job, family environment, social and political factors are effective in commitment. Meyer and Allen (1991) also found that: 1) opportunity for promotion has correlation with organizational commitment of staff. 2) The nature of work (challenges in work) has correlation with the organizational commitment of staff.

Bateman and Strasser (1984) reported the following results: 1) the need to success has significant correlation with organizational commitment. 2) Job features have significant correlation with organizational commitment.

Methodology

The method of research was causal-comparative. The aim was to find the possible reasons of a behavioral pattern. Therefore, subjects that have the behavior will be compared with the subjects that do not have this behavior. Stratified sampling was used in this study. In the first step, the researchers picked the whole staff of IAU-Mashhad Branch for data collection. The 110 members were selected from different divisions. Analysis was done by Lisrel Software and in a causal-comparative method.

Variables of the study

In this study, variables of non-organizational features, group relations, job features, and personal features of the staff were examined as independent exogenous variables and commitment of the staff was considered and examined as the final exogenous variable.

Instrument and its Reliability

The data collection instrument was the Standard Organizational Commitment Questionnaire. In a pilot run among the staff (a sample of 25 members), the overall reliability of the instrument was obtained by Cronbach's Alpha as

0.847. Coefficient of Cronbach's Alpha is used for testing the reliability of the questionnaire, which was designed in Likert Scale Format and contained multiple choices, was calculated. The reliability of the questionnaire for the research variables is shown in Table 1.

Test and the Analyses Related to the Hypotheses of the Research

In this section, a synopsis of result analysis is shown. In Table 2, statistics related to the fitness of the conceptual method of research is shown.

Table 1. Cronbach's Alpha for Samples and Bartlett Sphericity of the Variables of the Research Model

Variable	Cronbach's Alpha	Number of Initial Sample	Test of Bartlett Sphericity
Organizational Commitment of Staff	912/.	25	28/256
Group Relations of Staff	843/.	25	102/44
Non-Organizational Factors	783/.	25	013/3
Personal Features of Staff	775/.	25	95/67
Job Features of Staff	742/.	25	26/91

Table 2. Statistics Related to the Fitness of the Model

Fitness Statistics	Values
Chi-Square	90/291
Level of Freedom	98
Level of Significance	0
Root of Mean Square Error of Approximation	084/0
Standardized Root of Mean Residuals	14/0
Fitness Index	89/0
Adjusted Fitness Index	81/0

In general, in Lisrel, each of the indices obtained for the model are not enough to denote the fitness or lack of fitness. These indices should be interpreted together. The above table contains the most important indices which show that the model enjoys a relatively acceptable fitness with respect to the data.

Results and Conclusion

H (1): "Personal features of staff (need to success, age and education) are effective on their organizational commitment". With regard to the infor-

mation of Table 3, H1 is examined. Path coefficients of exogenous variable of personal features is significant and positive on the organizational commitment of IAU staff (0/43) with the value of T-4/71 at the level of $P < 0.05$. Therefore, the H0 is rejected.

With regard to the results and giving consent to this hypothesis and after analysis of the data of the staff, the researchers concluded that the staff should always try to raise their level of education. This factor can trigger in them the feeling of success and consequently leads to an increase in the level of organizational commitment.

H (2): "Job features of staff (determination of job identity, opportunity for interactions and feedback) are effective in their organizational commitment". With regard to the information of Table 3, H2 is examined. Path coefficients of exogenous variable of job features is significant and positive on the organizational commitment of IAU staff (0/44) with the value of T-4/86 at the level of $P < 0.05$. Therefore, the H0 is rejected.

The researchers concluded that if the staff considers their role vital to the system, they will have better interactions with colleagues and this will lead to an increase in the organizational commitment.

H (3): “Group work of staff (group attitudes, organizational trust) is effective on their organizational commitment”. With regard to the information of Table 3, H3 is examined. Path coefficients of exogenous variable of group work is significant and positive on the organizational commitment of IAU staff (0/22) with the value of T-2/40 at the level of $P < 0.05$. Therefore, the H0 is rejected.

The trust between the staff and manager can promote the commitment. In other words, if staff have group thinking among them can be successful in this regard.

H (4): “Non-organizational factors of staff (access to alternative jobs) are effective on their orga-

nizational commitment”. With regard to the information of Table 3, H4 is examined. Path coefficients of exogenous variable of non-organizational is significant and positive on the organizational commitment of IAU staff (0/54) with the value of T-5/92 at the level of $P < 0.05$. Therefore, the H0 is rejected.

If the staff has the opportunity to have better alternative jobs, their commitment to the university will be weakened. The researchers conclude that managers should take the necessary measures to increase the level of commitment in staff.

The results are shown in Table 3 plus the estimation of paradigms and the standardized parameters and the standard parameter of the error.

Table 3. The Final Results of the Variables of the Model and its Coefficients

Direction	Parameter Estimation	Standardized Parameter	Standard Error of Estimate	T-Value
Effect of Personal Features on Organizational Commitment	83/3	43/0	09/0	71/4**
Effect of Job Features on Organizational Commitment	93/3	44/0	05/0	86/4**
Effect of Group Relations on Organizational Commitment	96/1	22/0	07/0	40/2
Effect of Non-Organizational Factors on Organizational Commitment	85/4	54/0	06/0	92/5

** $P < 05/0$

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Appendix

Outputs of Lisrel Software

