

Factors affecting staff organizational commitment based on a three-commitment model: The case study of Aran and Bidgol PNU's staff

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Abstract: The present study sought to investigate Effective factors on staff organizational commitment of Aran and Bidgol PNU's staff based on a three-commitment model (behavioral, structural and environmental factors). Methodology of this study included a descriptive survey. Population was comprised of all the staff working in Aran and Bidgol PNU which is 250. Using Morgan formulae, 152 employees were randomly chosen from the population. Library and web-based resources were used to collect the data needed to extract primary indexes and factor, while a questionnaire was used to gather data required for the analysis of assumptions. Questionnaire was confirmed by elites and its validity was confirmed. Furthermore, to assess reliability, use was made of Cronbach alpha in SPSS which indicated a reliability of 0.864, a reasonable value. Moreover, to find normalization of variables, Kolmogorov-Smirnov test was used. Also, use was made of test of regression in SPSS to investigate research assumptions. Findings showed that all the three factors, namely, structural, behavioral and environmental factors had positive significant relationships with staff organizational commitment in staff working in Aran and Bidgol PNU.

Key words: Organizational Commitment; Continuance commitment; Normative commitment; Affectionate commitment; Behavioral factors; Structural factors; Environmental factors

1. Introduction

Nowadays, the committed human resources are so important for today's organizations. Human resources are one of the most effective factors in progressing societies. So that it is more important than physical and natural resources. In other words, nation's wealth is because of human resources not physical or natural ones. So although having natural and mineral resources are facilities for development but they are not so important in comparison with human resources. Because these are the committed who make the natural resources actual. So this subject (the employers' organizational commitment and checking the effective factors in this matter) is the problem which is more concerned in today's organizations.

2. Organizational commitment's principles and concepts

Job has a very significant role in one's life. Not only staff spends lots of their time in their work place but also their social positions are due to their job (Shafiabadi, 1989). So the awareness of different attitudes toward their job and its outcome seems necessary. This problem that unsatisfied staff get absent from work or leave their office because of better positions in better offices is so possible. Having negative attitudes toward the office make the

people join informal groups or make the group themselves (Shojaefar, 2000). In other hand, the staff's commitment can have different positive effect. These staff have more order in work, spend more time in their workplace and work more (Morhed and Griefin, 2004) so this subject is important because it can help the organization in function's improvement and powerful staff's absorption and also it can cause increasing efficiency, decreasing wasting resources, reduce absenteeism and delay. Undoubtedly in this subject there is a psychological relation and the person because of finding his identity feel proud of him (Alen and Myer, 1990). Organizational commitment is the working attitudes that shows ones feeling on things he can provide information about planning, organizing, increasing functions, high performance, decreasing delay and absenteeism (Hix, 1991). Attitudes are a mental preparation for favorable or unfavorable responding to a subject, person, concept etc. (Mohammadyari, 2009). Generally, organizational commitment as a working attitude's central core (showing deal of thought and behavior toward their job) has involved many researches (Bekro, 2006). In this environment in which in which job and work are known by changing and dynamism, staff are less likely to identify themselves by their employers. In one organization's perspective this is the problem. Because the organizational commitments destruction means reducing working efficiency from optimize (Tomas, 2006).

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The three dimensional commitment models were widely tested and supported (Allen and Myer, 1996). Myer and Herskwich (2001) developed the collection of relative situations with interactions between the commitment's components and behaviors. These situations were tested and supported.

2.1. The organizational commitment's dimensions

The most complete research about organizational commitment and its dimensions is done by Allen and Meyer. These two researches introduce organizational commitments:

A mental state which shows some sort of tendency (affective and continuous commitment) and job's powers in organizations (normative commitment).

Myer and his coworkers are the multidimensional approach pioneers, affective, continuous and normative dimensions are the three dimensions of organizational commitment's model.

2.1.1. Affective commitment

Allen and Meyer described affective commitment as an affective dependency on organizations and identified by it. Affective commitment has three aspects:

1. Some sort of affective dependency on organizations.
2. A person's tendency for being identified by organizations.
3. Tendency to maintain working in organization.

Allen and Meyer believe that one can't feel the affective dependency on organization unless put organization's targets his own and help organization to reach these goals. They also express that being identified by organizations occur when personal and organizational values compatible with each other which he could put organizational values internal.

2.1.2. Continuance commitment

The second dimension of Allen and Meyer's organizational dimensions is continuance commitments. Myer and his coworkers introduce the continuance commitment as a psychological attachment to organization which the employee feel when he lose his organization. In other word we can say that the continuance commitment includes the person's awareness of leaving organization. So in this type of commitment, the main reason of having relation with organization and maintaining to stay there is an effort for having advantage of relation with organization.

They know this dependency as a transaction. He believes that staff calculates their investments base on what they have and what they will achieve in their office. For example one may prefer not to change his office because of just money and the spent time.

2.1.3. Normative commitment

The third one is normative commitment. It shows some sort of sense of duty for maintaining contribution with the organization. People with high normative commitment feel that they should stay in their present statuses (Meyer and Allen, 1997).

2.2. Effective factors in organizational commitments

It is obvious that the awareness and application of effective factors in organizational commitments can influence the organizational efficiency; because the organizational commitment's general attitudes is a very important factor for understanding organizational behavior. In this research the effective factors in organizational commitments are considered base on three commitment model contribution, behavior and environment.

1) Constructive factor: including all organization's elements, factors and physical situations in humane that make the physical and material frame in order and interconnection. So all of the material, financial, informational and technical resources exist in general body of organization (non-existing factors) is in constructive branch (Mirzaii Ahranjani, 2003).

2) Behavioral factor: including human factors in organizations that form the behavioral norms, informal relation, special interconnected patterns and the major organization content. These factors in fact are live and dynamic and every factor related to human power is in this group. Attitudes, thoughts and different behaviors are in this group.

3) Environmental factors: It includes all the situations and external factors surrounding the organization. These factors effect on the organization very much; they have control over organization but the organizations have no or less control over it.

3. Society and the research sample

Society is all the real or imaginary members whom we want to evaluate our idea on them. In other word the society is a group of people things or events that at least have one common feature (Delavar, 2004). This research's society is Aran and Bidgol's PNU's staff that they are 250 people in each part of financial, cultural, didactic development and student affairs.

In other hand we have 152 people of PNU's staff accidentally chosen by the Morgan's volume determiner formula. And also the questionnaire distribution and real data for testing are done by this formula.

4. Data's collecting tools:

The survey data's collecting tools is questionnaire. The specific questions are 29. In this section we try to made4 comprehensible questions.

The first 12 questions are adopted from Allen and Meyer questionnaire including three dimensions of organizational commitment (affective, normative and continuous). And the next 17 questions are from the researcher himself. For designing this part we use one of the most common measure scale the Likert's five range options.

4.1. The questionnaire validity

Table 1: The questionnaire stability test is explained in following chart briefly

Coefficient	Responded number	Cronbach's alpha coefficient
Structural factors	14	.885
Behavioral factor	14	.889
Environmental factor	12	.879
Affectionate commitment	7	.738
Normative commitment	7	.881
Continuance commitment	6	.806
The whole questionnaire	60	.964

5. Hypothesis test result

5.1. The first major hypothesis test

Our aim is of testing the first hypothesis is checking the influence of behavioral factors on the organizational commitment and H_0, H_1 are introduced below:

H_0 : Behavioral factors don't have any meaningful effect on PNU's staff organizational commitment.

H_1 : Behavioral factors have meaningful effects on PNU's staff organizational commitment.

T (5.801) and the relevant meaningful level and its comparison with the error level (0.05) show that the behavioral factor's variable coefficients in the level of confidence (95 percent) are meaningful. So H_0 is rejected and the other one is accepted. So the first research hypothesis is accepted and we can say that behavioral factors have effective influence on PNU's staff organizational commitment. According to the positive amount of behavioral factor's variable coefficients (0.273) we can say that this variable has positive influence on organizational commitment.

5.2. The second major hypothesis test

The aim is of second hypothesis testing is to investigate the influence of structural factors on organizational commitment and H_0, H_1 is introduced:

In this research we use face validity for checking validity. The initial research questionnaire is done by using theoretical bases of research and the guidance of distinguished professors and is distributed among 5 of them and so the validity of questionnaire was obtained.

4.2. The questionnaire stability

H_0 : Structural factors don't have meaningful influence on PNU's staff organizational commitment.

H_1 : Structural factors have meaningful influence on PNU's staff organizational commitment.

T (2.407) and the relevant meaningful level and its comparison with the error level (0.05) show that the structural factor's coefficient in confidence level 95 percent is meaningful. So H_0 is rejected and the other one is true. So the second research hypothesis is accepted and we can say that structural factors have positive influence on organizational commitment.

5.3. The third major hypothesis test

The aim of testing the third hypothesis is to investigate the influence of environmental factors on organizational commitment and we have H_0, H_1 :

H_0 : Environmental factors don't have any meaningful influence on PNU's staff organizational commitment.

H_1 : Environmental factors have meaningful influence on PNU's staff organizational commitment.

T (21.083) and the relevant meaningful level and its comparison with the error level (0.05) show that the environmental factors coefficient in confidence level 95 percent is meaningful. So H_0 is rejected and the other one is true. So the third research hypothesis is accepted and we can say that environmental factors have positive influence on organizational commitment (1.283).

Table 2: The result of first regression analyze

model	Std. coefficients Beta coefficient	T Value	Level of significance	linearity		Adjusted R Square	Durbin-Watson	Fischer statistic	Level of significance
				tolerance	variance				
Intercept		-1.461	.145			.972	2.574	700.425	.000
Structural	.273	5.801	.000	.316	3.162				
Behavioral	.086	2.407	.000	.309	3.236				
Environmental	1.283	21.083	.000	.343	2.912				

As we have seen in the chart, the amount of adjusted R square shows that in the second model the independent variable explain about 0.922 percent of changing the dependent variable.

Watson's camera with 1.853 shows lack of correlation in regression model error components. The variance homogeneity test by use of standardized residuals distribution diagram shows homogeneity in variance. Also the relevant test of the absence of both linear (VIF<5). F (0.000) and the relevant meaningful level and its comparison with the error level (0.05) shows that the second model is meaningful in confidence level 95 percent.

5.4. The first sub-hypothesis test

The test aim is to investigate the influence of structural factors on normative commitment and we have:

H_0 : Structural factors don't have any meaningful influence on normative commitment.

H_1 : Structural factors have meaningful influence on normative commitment.

T (1.68) and the relevant meaningful level and its comparison with error level (0.05) show that the structural factors variable coefficient in the second model confidence level 95 percent is not meaningful. So the first hypothesis is accepted and the other one is rejected. So we can say that structural factors don't have any positive and meaningful effect on normative commitment.

5.5. Second sub-hypothesis test

This test aim is to investigate the influence of behavioral factors on normative commitment and we have:

H_0 : Behavioral factors don't have any meaningful influence on normative commitment.

H_1 : Behavioral factors have meaningful influence on normative commitment.

T (-287) and the meaningful level and its comparison with the error level (0.05) shows that behavioral factors in the confidence level 95 percent is not meaningful. So the first one is accepted and the second one is rejected. So the research hypothesis is not accepted.

5.6. The third sub-hypothesis test:

The test aim is to investigate the influence of environmental factors on normative commitment and we have:

H_0 : Environmental factors don't have any meaningful influence on normative commitment.

H_1 : Environmental factors have meaningful influence on normative commitment.

T (9.267) and the relevant meaningful level and its comparison with error level (0.05) show that the influence of environmental factors on normative commitment in the 95 percent confidence level is meaningful. So H_0 is rejected and the other one is accepted. We can say that environmental factors have meaningful influence on normative commitment. We should say that the positive amount of 1.096 for environmental factors in the second model shows the positive effect on normative commitment.

Table 3: The result of second regression analyze

model	Std. coefficients	T value	Level of significance	linearity		Adjusted R Square	Durbin-Watson	Fisher statistic	Level of significance
	Beta coefficient			tolerance	Variance				
intercept		-1.001	.318			0.922	1.853	224.292	.000
structural	-0.154	1.68	.463	.310	3.229				
behavioral	-0.020	0.287	.095	.255	3.917				
environmental	10.096	9.267	.000	.309	3.234				

As we have seen in the chart, the amount of adjusted R square shows that the second model independent variables explain about 0.90 percent of changing dependent variables. Watson camera with 1.589 shows the lack of correlation in regression model error components. The variance homogeneity test by use of standardized residuals distribution diagram shows homogeneity in variance. Also the relevant test of the absence of both linear between independent variables shows the absence of both linear (VIF<5) in the third model.

5.7. The fourth sub-hypothesis test

The test aim is to investigate the influence of structural factors on continuance commitment and we have:

H_0 : Structural factors don't have any meaningful influence on continuance commitment.

H_1 : Structural factors have meaningful influence on continuance commitment.

T (1.68) and the relevant meaningful level and its comparison with error level shows that the influence of structural factors on continuance commitment is meaningful. So H_0 is rejected and the other one is accepted .we can say that structural factors have positive influence on continuance commitment.

5.8. The fifth sub-hypothesis test

The test aim is to investigate the influence of behavioral factors on continuance commitment and we have:

H_0 : Behavioral factors don't have any meaningful influence on continuance commitment.

H_1 : Behavioral factors have meaningful influence on continuance commitment.

T (1.887) and the relevant meaningful level and its comparison with error level shows that the influence of behavioral factors on continuance commitment in the 95 percent confidence level is meaningful. So H_0 is rejected and the other one is accepted. We can say that behavioral factors have positive and meaningful influence on continuance commitment.

5.9. The sixth sub-hypothesis test:

The test aim is to investigate the influence of environmental factors on continuance commitment and we have:

H_0 : Environmental factors don't have any meaningful influence on continuance commitment.

H_1 : Environmental factors have meaningful influence on continuance commitment.

T (5.225) and the relevant meaningful level and its comparison with error level show that the influence of environmental factors on continuance commitment is meaningful. So H_0 is rejected and the other one is accepted. We can say that environmental factors have positive and meaningful influence on continuance commitment.

Table 4: The result of sixth regression analyze

model	Std. coefficients	T value	Level of significance	linearity		Adjusted R Square	Durbin-Watson	Fisher statistic	Level of significance
	Beta coefficient			tolerance	Variance				
intercept		2.52	.018			0.90	1.583	220.152	.000
structural	0.145	1.68	0.003	.310	3.229				
behavioral	0.560	1.887	.000	.255	3.917				
environmental	1.096	5.225	.000	.309	3.234				

As we have seen in the previous chart, adjusted R square shows that independent variable explains about 0.871 percent of changing dependent variable. Watson camera with 1.952 shows the lack of correlation in regression model error components. The variance homogeneity test by use of standardized distribution diagram shows homogeneity in variance.

(0.000) and the relevant meaningful level and its comparison with error level (0.05) show that the third model in confidence level 95 percent is meaningful.

5.10. The seventh sub-hypothesis test

The test aim is to investigate the influence of structural factors on affectionate commitment and we have:

H_0 : Structural factors don't have any influence on affectionate commitment.

H_1 : Structural factors have influence on affectionate commitment.

T and the relevant meaningful level and its comparison with error level shows that the influence of structural factors on affectionate commitment is meaningful. So H_0 is rejected and the other one is accepted. We can say that structural factors have positive and meaningful influence on affectionate commitment.

5.11. The eighth sub-hypothesis test

The test aim is to investigate the influence of behavioral factors on affectionate commitment and we have:

H_0 : Behavioral factors don't have any influence on affectionate commitment.

H_1 : Behavioral factors have influence on affectionate commitment.

T (1.95) and the relevant meaningful level and its comparison with error level shows that the influence of behavioral factors on affectionate commitment is meaningful. So H_0 is rejected and the other one is accepted. We can say that behavioral factors have positive and meaningful influence on affectionate commitment.

5.12. The ninth sub-hypothesis test:

The test aim is to investigate the influence of environmental factors on affectionate commitment and we have:

H_0 : Environmental factors don't have any influence on affectionate commitment.

H_1 : Environmental factors have influence on affectionate commitment.

T (2.215) and the relevant meaningful level and its comparison with error level shows that the influence of environmental factors on affectionate commitment is meaningful. So H_0 is rejected and the other one is accepted. So we can say that environmental factors have meaningful influence on affectionate commitment.

Table 5: The result of fourth regression analyze

model	Std. coefficients Beta coefficient	T value	Level of significance	linearity tolerance	Adjusted R Square	Durbin- Watson	Fisher statistic	Level of significance
intercept		1.60	0.008		0.871	1.952	120.112	.000
structural	0.545	1.66	0.000	.310	3.229			
behavioral	0.820	1.95	.000	.255	3.917			
environmental	0.996	2.215	.000	.309	3.234			

Table 6: The following chart explains the result of hypothesis test briefly

hypothesis	Independent coefficient	Dependent coefficient	result	Beta account
Major 1	Behavioral factors	Organizational commitment	meaningful	0.273
Major 2	Structural factors	Organizational commitment	meaningful	0.086
Major3	Environmental factor	Organizational commitment	meaningful	1.283
Minor1	Structural factors	Normative commitment	Not meaningful	-
Minor2	Behavioral factor	normative commitment	Not meaningful	-
Minor 3	Environmental factor	normative commitment	meaningful	1.096
Minor4	Structural factor	Continuance commitment	meaningful	0.145
Minor5	Behavioral factor	Continuance commitment	meaningful	0.56
Minor6	Environmental factor	Continuance commitment	meaningful	1.096
Minor 7	Structural factor	affectional commitment	meaningful	0.545
Minor 8	Behavioral factor	affectional commitment	meaningful	0.820
Minor9	Environmental factor	affectional commitment	meaningful	0.996

6. The relevant suggestions with hypothesis

1. Designing and applying the training program in order to identify and internalize values and organizational targets and increasing affectionate commitment.
2. Devotional meetings with employees and emphasizing senior managers on vocational security and dependency on employees in organization's different levels for increasing normative commitment.
3. Development training and upgrading the individual and organizational skill levels.
4. Alert people about the amount of investments in organization and handling costs and leaving job.
5. Applying workshops and training supervisors in order to learn about democratic supervising style and having friendship relation with subordinates and applying informal methods of dispute resolution.
6. Reforming and setting flexible modified duties for functions improvement and increasing organizational commitment.
7. Emphasizing on long term evaluations and using 360 degrees feedback methods.
8. Emphasizing on paying for functions and spiritual rewards.
9. Doing internal transmissions base on qualifying and fairness and upgrading the self-esteem and being worthy sense in employees.
10. Using leaflet, posters and pictures in order to improve the organizational commitment index.

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