

The Relationship between the Dimensions of Organizational Commitment and Desire to Leave the Job in Employees of Ministry of Agriculture Jihad in Golestan Province, Iran

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Abstract: The aim of this study was to investigate the relationship between the dimensions of organizational commitment and desire to leave the job in employees of Ministry of Agriculture Jihad in Golestan province, Iran. This study was correlation-descriptive survey in method. The statistical population was all the employees of Agriculture organization in Golestan province, Iran, who were 1356, among them, 300 individual were selected randomly using Morgan table. Standard questionnaires of organizational commitment (affective, continuance and normative) of "Allen and Meyer", questionnaire of desire to leave jobs by "Angel and Fairy", "Jenkins" were used. The results showed that there was a significant and negative relationship between the the dimensions of organizational commitment and desire to leave the job.

Keywords: Organizational Commitment, Intention to Leave Organization, Organization.

Introduction

Successful organizations in the present day have numerous features and advantages over other organizations and their main features are having committed employees. In the past two decades, the concept of organizational commitment dedicated an important role in research on organizational behavior. The organizational commitment is a concept which is determined by the depth dependence of the organization and shows how far employees match themselves with organizational goals, considers membership valuable in the organization and willing to strive with all might to achieve the overall goals of the organization. Various models have been proposed for the commitment of staff, one of the most comprehensive is the three-part commitment of Allen & Meyer. Allen and Meyer in 1991 presented a three-part model to develop commitment that the distinction between attitudinal and behavioral commitment is exceeded. They have argued that commitment was as a psychological state at least three distinct but that kind of desire, need and requirement for continued employment in an organization. It seems that all the definitions contained in the commitment are the three themes; emotional attachment to the organization, the supposed costs of leaving the organization and the obligation to remain in the organization that every one of these cases are as affective commitment, continuous commitment (rational) and normative commitment (duty) (Sajadi et al., 2009). Turnover of the valuable organization is an important issue that affects competitive advantage, so that the average cost of individual leaves the organization is 1.5 times of salary (Mayfield, 2008). However, costs such as reduced productivity of the remaining members due to work pressure, reduce the incentive for temporary staff and a lot of staff turnover, poor morale has not been considered (Karsan, 2007). The loss of an employee in the first year of his service is known as the most expensive type of turnover, because the first year in addition to recruitment costs, training

costs have also been imposed on organization (Barrick and Zimmerman, 2009). Studies showed that organizational commitment is negatively correlated with turnover. The desire to leave the organization the turnover has shown a positive correlation (Meyer & Allen, 1997). Since, knowledge is stored in the memory of employees; turnover has reduced the access to such knowledge or generally destroys as a result of reduced organizational learning and reduces the competitive advantage (Pepe, 2010). In addition, the turnover caused problems such as the lack of reliable information, slow decision-making and increases the probability of turnover (Whittington & Galpin, 2010). Thus, this study seeks to answer the question whether there was a relationship in the dimensions of organizational commitment and desire to leave the job of Agriculture Jihad in Golestan province, Iran.

Methods and Materials

The research method was correlation-descriptive. The statistical populations were of all the employees of Ministry of Agriculture Jihad in Golestan province, Iran. In Golestan Province who was 1356 individuals and 300 samples were selected randomly according to Morgan table. The independent variable was organizational commitment and the dependent variable was the desire to leave job. After presenting introductory remarks about the tools and objectives of the test, how to respond to tests were given to participants were explained in detail in this level of study. For the ethical considerations after the acquisition consent of the individuals and giving the necessary knowledge, they were assured that the information will be used only in this study and will be protected from any misuse. A questionnaire was used to measure the research variables. In this study, "Allen and Meyer" questionnaire was used to measure the organizational commitment (affective, continuance and normative), this questionnaire has 20 questions. "Angel and Fairy (1981) and Jenkins (1993)" are standard questionnaire which were utilized to measure variable desire to leave the job. This questionnaire has 4 questions. Validity of questionnaires was confirmed by professors and experts. Cronbach's alpha was used to assess reliability. That questionnaire was given to 30 members of the sample that Cronbach's alpha method was calculated the reliability of questionnaire, the results are presented in Table 1. According to the coefficients, it can be concluded that questionnaires have desired reliability.

Table 1. Cronbach's alpha coefficient of research variables.

Variables	Number of questions	Cronbach's alpha coefficients
Affective commitment	8	0.886
Ongoing commitment	6	0.857
Normative commitment	6	0.860
Individual fit and organization	4	0.835
Leaving job	-	1 to 4

Structural equation model was applied to analyze the data. In all analyzes, the significance level was considered $p < 0.05$.

Results

The mean and standard deviation of the variables are presented in Table 2.

Table 2. Descriptive Statistics.

Variables	Mark	N	Minimum	Maximum	Mean	Std. Deviation	Variance	
		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	
Affective commitment	AC	300	1.48	4.83	3.7050	0.04692	0.96393	0.929
Ongoing commitment	CC	300	1.50	4.75	3.7950	0.04982	0.98259	0.965
Normative commitment	NC	300	1.48	4.3	3.7210	0.0581	0.88244	0.78
Desire to Leave the job	TLW	300	1.00	3.44	2.1318	0.08192	0.71201	0.507

Results of Kolmogorov–Smirnov test were exhibited normal distribution of the data ($p > 0.05$). Results of the analysis are presented in Table 3. According to the table 3, moderating correlation coefficient of the relationship between affective commitment and organization with desire to leave jobs was -0.462 and T-statistics of this coefficient was 2.524 which was obtained above the threshold value of 1.96. Therefore, there was a significant inverse relationship between the affective commitment and the desire to leave the job. The path coefficient between commitment and desire to leave the job was -0.553. T-statistics of this coefficient was 3.680 and it was obtained above the threshold of 1.96. Therefore, there was a significant inverse relationship between the affective commitment and the desire to leave the job.

Table 3. Analysis results.

	Mark	coefficient	Absolute value of t-statistics
Affective commitment * Individual fit and organization -- to desire to leave the job.	AC→TI	-0.462	2.524
Ongoing commitment * Individual fit and organization -- to desire to leave the job.	CC→TI	-0.553	3.680
Normative commitment * Individual fit and organization -- to desire to leave the job.	NC→TI	-0.514	2.918

Discussion and Conclusion

The aim of this study was to investigate the relationship between the dimensions of affective commitment and desire to leave the job among the Employees of Ministry of Agriculture Jihad in Golestan Province, Iran. Results indicated that there was a negative and significant relationship between affective commitment and desire to leave the job in Ministry of Agriculture Jihad in Golestan Province, Iran. So, there was a relatively strong relationship between these two variables and the minus sign indicated an inverse relationship between them, so, as to increase the emotional commitment tends to decrease turnover. As stated earlier, organizational commitment represents employee's affective, an emotional bond, identification with the values and goals of the organization and his involvement with the organization. Employees who have a strong commitment retain their membership in the organization and continue to operate it because they were willing to do it before. Hence, we can say that the staff population has high emotional attachment to the organization and identified themselves with the values and goals of the organization, they also wanted to facilitate the realization of the goals of the organization and its activities continue to maintain their membership. Findings were consistent with the research results of Mahdavi et al (2013), Mirkamali and Gholamzade (2012), Vadadi et al (2011), Sajadi et al (2009), Bahmani (2009) and Sarughi (2006) and indicated that there was a significant inverse relationship between the affective commitment and the desire to leave the job. Also, Adenguga et al (2013), Nkwasiibwe (2011), Turner and Chelladurai (2005), Samad (2005), Wasti (2003) and Meyer et al (2002) concluded that there was a significant negative relationship between the dimensions of organizational commitment (affective, continuance, and normative) and the desire to leave the job. There was a significant negative relationship between the continued commitment and desire to leave the job in Ministry of Agriculture Jihad in Golestan province, Iran. Thus, a relatively strong relationship between these two variables and the minus sign indicated an inverse relationship between them, so that with increasing of the commitment the desire to leave the job will decrease. As stated earlier, organizational commitment is a commitment based on the recognition of costs associated with leaving the organization. The people in the organization feel compelled to stay not because of moral or emotional attachment they feel that if they leave the job, they will lose some benefits, such as job position. In fact, here are people committed to the organization because they recognize the disadvantage of losing their job, including economic losses, such as social insurance and pension monthly or social losses (friendships and emotional bonds with co-workers) which might lose. So, because of physical and spiritual needs, they will inevitably remain in the organization. And according to the research result, this commitment is stronger among employees because their interests and incur losses in the event of the loss of these benefits, their desire to stay and will further serve. The research results of Mahdavi et al (2013), Mirkamali and Gholamzadde (2012), Vadadi et al (2011), Sajadi et al (2009), Bahmani (2009), Sarughi (2006), Also, Adenguga et al (2013), Nkwasiibwe (2011), Turner and Chelladurai (2005), Samad (2005), Wasti (2003) and Meyer et al (2002) indicated the fact

that there was a significant inverse relationship between the components of organizational commitment (affective, continuance and normative) and the desire to leave the job. There was a significant negative relationship between normative commitment desires to leave the job Ministry of Agriculture Jihad in Golestan province, Iran. Thus, there was a relatively strong relationship between these two variables and the minus sign indicated an inverse relationship between them, so that by increasing the normative the desire to leave will reduce.

Normative commitment is a sense of obligation to continue to work. Employees with high levels of normative commitment feel that they must cooperate with the organization. Sources and reasons for these feelings may be different. Also, it may be a measure (value) accepted to show that the person to join the organization through family or other social processes developed loyalty and commitment to the organization. So, employees remain in the organization because they had to remain. It also seems that normative commitments is cultural norms through early childhood experiences mingle arise or may arise from the impact of organizational norms. The findings of this research were consistent with the results of Mahdavi et al (2011), Mirkamali and Gholamzade (2012), Vadadi et al (2011), Sajadi et al (2009), Bahmani (2009) and Sarughi (2006) which concluded that there is a significant negative relationship between the dimensions of organizational commitment (affective, continuance and normative) and the desire to leave the job. According to verifying the relationship between affective commitment and desire to leave the job, it is offered to managers to increase a sense of belonging in people, loyalty and the desire to remain through methods such as participation in decision-making, lending, job enrichment, according to personal and social problems of employees, according to internal recruitment and upgrades the career path system. According to verifying the relationship between commitment and desire to leave the profession, to increase the commitment by creating privileges and distinctive features with other organizations to create training programs with adolescents and fair evaluation with feedback and encouragement system were in line with the results of employee performance and job security through long-term employment, business vertical development, the creation of positivist challenge by continuing to improve the career path and reducing the duration of occupational groups, sharing employee ownership of the company (shares) and necessary facilities.

According to verifying the relationship between commitment and desire to leave the profession, to increase the normative commitment of pastoral agents, application-driven and transparent and align organizational goals, increasing employee involvement, improving the relationship between superior and subordinate, organizational support, emphasizing the values and mission of the organization, lending growth opportunities and continuing education, granting occupational groups, participation, non-routine and maintain a position of initiative can be used.

Conflict of interest

The authors declare no conflict of interest

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