

The Relationships between Organizational Commitment and Job Satisfaction among the Water and Sewage Company Staff in Golestan Province

Roohalla Samiee^{1*}, Abdol-Hakim Kalami²

Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

*Corresponding Author Email: Roohalla.Samiee@gmail.com

Abstract: The objective of this study is to evaluate the relationship between organizational commitment and job satisfaction. The research method is relative descriptive and the samples include 175 members of the staff in the Water and Sewage Company of the Golestan Province who were categorized by random sampling. Tools of data collection are the two questionnaires of Organizational Commitment (Allen & Meyer, 1990) and Job Descriptive Index (JDI) (Smith, Kendall & Hulin, 1969); and for analyzing data, statistical methods of Pearson's Correlative Coefficient and Multiple Regression Coefficient were applied. The results are as the followings: there is a significant relationship between the variable of organizational commitment and job satisfaction, and all its three components i.e. continuation commitment, emotional commitment and norm commitment are also able to predict job satisfaction.

Key words: Organizational Commitment, Job Satisfaction.

Introduction

The present-day society is the organizational society. Nowadays, most parts of our lives pass in the organizations or in relationship with organizations. By fulfilling multiple or specific duties, every organization vindicates general or specific objectives for its society and people (Alaghband, 2005). Organizations are the social systems in which human resources are the most important factors for their influence and operation. Organizations would not be successful without efforts and commitment of their staffs. Satisfaction of the staff with their jobs and their commitment to organizations are considered as the main determinant factors of organizational effectiveness. Therefore, the more quality this capital has, the more chance of success, survival and progress the organization will have (Nasiripour, 2014). Faithful, happy and adjustable human resources with the organizational objectives and values, who are keen to maintain their memberships in the organization and operate beyond their assigned duties, can be important factors in the operation of the organization. Existence of such forces in the organization is along with increase in the level of performance and decrease in the level of absence, delay and service desertion by the staff. It increases popularity of the organization in the society and lays the foundation for growth and development of the organization (Husseinian, Majidi & Habibi, 2007). Considering the stated issues, the main question of this study is that: Is there a significant relationship between organizational commitment and job satisfaction of the staff in the Water and Sewage Company of Golestan Province?

Theoretical Basis of the Research

Organizational commitment: shows the level of the person's tendency to be recognized through employment in an organization and the level of his commitment to the organization objectives. It is suggested that the managers increase the level of job satisfaction among their staff to see their highest levels of commitment. More commitment will bring more functionality (Kreitner & Kinicki, 2005).

Organizational commitment affects behaviors of individuals; commitment shows the individual's sense of identity and dependence on the organization. No organization can succeed without commitment and efforts of its staff. Staff with more commitment and stability is more disciplined in their jobs; they stay and work longer with the organization. The managers should try to maintain and develop commitment and stability of the staff in the organization. The most common way of dealing with organizational commitment is to consider it as an emotional dependence on the organization or as a sense of faithfulness to the organization. Organizational commitment is an important occupational and organizational attitude whose positive effect on the performance of organizations has been approved in many studies. Commitment of the staff is necessary for the contemporary organizational success. The concept of organizational commitment includes three structures: a) emotional commitment: which is defined as positive feelings of simulation, interest and conflict with the organization; b) norm commitment: is a commitment on the sense of necessity to stay in the organization; and c) continuation commitment: that includes the staff's level of sense of commitment to their organization when they measure the costs of deserting the organization.

Important Factors of Organizational Commitment

Mathieu and Zajac (1990) have analyzed findings of nearly 200 surveys on organizational commitment through meta-analysis and have presented a theoretical model about 3 subjects:

- a. Pre-requisite factors, necessary, effective and causing organizational commitment
- b. Correlated factors to organizational commitment
- c. Results, effects and consequences of organizational commitment

Preparations for creating commitment are divided into 5 categories:

1. Personal and individual features (like age, gender, education, marital status, occupational background, background in the organization, abilities, etc.)
2. Occupational features (like variety of skills, independence, and occupational challenge)
3. Features related to the job (like ambiguity of role, multiplicity of role, and discrepancy of role)
4. Type of relationships with the group/leader (like group coherence, reciprocal dependence of leader's relationships)
5. Organization feature (like level of concentration, formality of the organization, size of the organization) and correlated and dependent factors to organizational commitment including occupational motivation, job satisfaction (internal, external and general)

Eventually, organizational commitment has roles in tendency to stay, occupational performance, and measurement of output (Ranjbaran, 2001).

Model of Organizational Commitment

Meyer and Allen created their three dimensional model based on similarities and differences that existed in the mono-dimensional concepts of organizational commitment. Their general discussion was that commitment connects the individual to the organization, and therefore, this connection decreases the possibility of deserting the job (Meyer & Hersecovitch, 2001). They regard differences between three types of commitment. Behavioral (or emotional) commitment refers to the individual's emotional dependence on the organization. Continuation commitment refers to the individual's tendency to remain in the organization because of the expenses of deserting the organization or rewards of staying in the organization. The last one is duty (norm) commitment that reflects the individual's sense of duty to stay as a member of the organization.

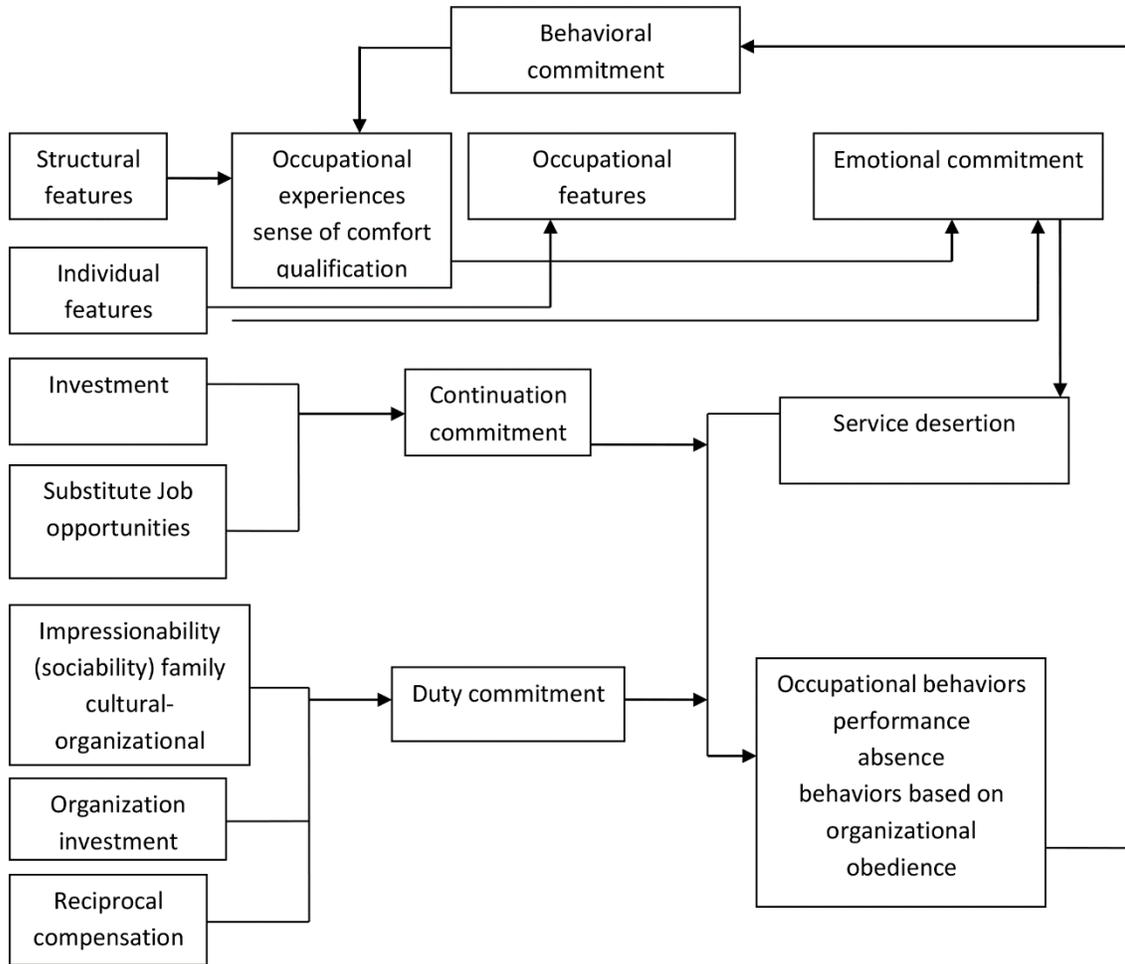


Figure1. Allen and Meyer's Three-sectional Model of Organizational Commitment.

Clearly, there is an overlap between the way Porter conceptualized commitment with the later works of O'Reilly and Chatman, and that of Meyer and Allen's. In fact, in Meyer and Allen's opinion, Porter's organizational commitment questionnaire can be interpreted as emotional commitment (Mowday, 1998). Meyer and Allen's newer studies support their hypotheses about formation of this concept; however, there are still some differences in opinions over whether emotional and norm commitments are distinct forms or whether continuation commitment is a mono-dimensional concept. Nevertheless, analyses and studies show better adjustment when these two concepts (emotional and norm commitment) are defined as distinct factors.

Results related to dimensions of continuation commitment are more complicated. Some studies have reported mono-dimensional nature of this commitment and other studies have found proofs that this commitment is double-factored. One of these two factors reflects self-sacrifice of deserting the organization and the other one reflects understanding lack of substitute employment opportunities (Meyer & Herscovitch, 2001).

Job satisfaction: is emotional or sensational reaction of self to different aspects of job. This definition means that there is no specific concept about job satisfaction. An individual could be fairly satisfied with one aspect of his job and dissatisfied with one or more other aspects (Kreitner & Kinicki, 2005).

By job satisfaction we mean general attitude of the individual toward his job. An individual whose job satisfaction is at a high level has a positive attitude towards his job or occupation. Someone who is not satisfied with his job (doesn't have job satisfaction) has negative attitude towards his job and towards working. When we talk about the staff's attitude, we usually mean nothing but their job satisfaction. In fact, in this regard, these two issues of job satisfaction and attitude are used instead of one another.

Job satisfaction is defined as an enjoyable emotional situation originated from evaluation, emotional reaction and attitude of the individual towards his job. Specter (2000) defines job satisfaction as people's general attitude to their jobs

or to different areas related to their jobs. Job satisfaction increases the individual's productivity, makes him more committed to the organization, guarantees his physical and mental health, increases his motivation, makes him satisfied with life, and makes him learn new occupational skills more quickly. Studies (Meyer & Allen, 1997; Colin, 2003) showed that there is a positive relationship between organizational commitment and job satisfaction. In addition to that, Rayton (2006) discusses that the causal order between job satisfaction and organizational commitment might not be necessarily as traditionally supposed. The connection between job satisfaction and organization commitment is complicated; and it is not clear whether satisfaction is the prerequisite of commitment or it is commitment that influences the individual's level of satisfaction. Therefore, the subject of this study is considered in the sense that by measuring the level of commitment and job satisfaction and evaluating them among the industrial staff, it tries to find out useful and valuable results and also to find out the interfering factors with these fields so that in this way, it could promote the staff's level of performance, and by presenting correct solutions about the way of dealing with the staff, it could increase their output, commitment and job satisfaction.

Determinant Factors of Job Satisfaction

Determinant factors of job satisfaction are

1. Satisfaction with work: means that the area of duties that the staff fulfills should be interesting and provide them opportunities for learning and accepting their responsibilities. The level of satisfaction with job depends on the level of specification and freedom in the job.
2. Satisfaction with boss: means technical, managerial and attention abilities which the bosses show for interests of the staff. Level of satisfaction in this type is determined based on the behavior of managers with the staff.
3. Satisfaction with the colleagues: is the level of friendship, technical qualification and support that the colleagues, managers and the staff show. Level of satisfaction with colleagues depends on the colleagues' level of cooperation and friendly support for one another in the organizational life.
4. Satisfaction with promotion: means access to real opportunities for promotion of the staff, fairness of promotion systems, and clearness in the rankings.
5. Satisfaction with salary: means that if the staff feels that the salary and allowances fulfill their expectations and are equivalent to their level of efforts and activities, they will be satisfied with their jobs. Salary is a determinant factor in job satisfaction (Muhammadzadeh & mehroujhan, 1996).

Proofs show that some of the important factors which lead to job satisfaction are: challenge or attractiveness of the job, allowance system based on fairness and justice, working conditions that support the individual, and colleagues and occupational friends who help and support the individual (Robins, 2005).

JDI Model of Job Satisfaction

Dr. Smith with Kendall and Hulin carried out widespread studies on job satisfaction and eventually presented the results of their studies in the Kernel University in the US in 1969 in the form of a model. This model is known as Job Descriptive Index.



Figure 2. JDI Model of job satisfaction.

Nature of JDI is based on this belief that job satisfaction is formed through the individual's comparison of his understanding of the job with the substitute jobs available for him. This comparison is done in five occupational aspects of the job itself, colleagues, supervisor, payment, and promotion opportunities. For every one of these areas, a short list of phrases and qualities are presented which are as follows:

1. Payment: the amount of salary and allowances, and the sense of justice and equality in payments
2. Nature of the job: to what level the occupational duties provide the chances for education and acceptance of responsibilities
3. Promotion opportunities: ability of access to opportunities for development
4. Supervisor: the supervisor's ability to show interest and attention to the staff
5. Colleagues: to what level the colleagues are friendly, qualified and supportive. (Moghimi, 2006)

Theoretical Framework of Research

All research studies are based on a conceptual framework which identifies the considered variables and the relationships between them. Since every field survey requires a mental plan and a conceptual model which is drawn in the form of appropriate research tools, variables and the relationships between them. For compiling the theoretical framework of this study, the researcher has used theoretical survey principles that are taken from the ideas and opinions of thinkers, scholars and scientists of management. This study is based on the prerequisite of job satisfaction and the cause of organizational commitment. We evaluate it on the basis of Parasorman's study which divides variables of job satisfaction in five groups (job, supervisor, colleagues, payment and allowances, and promotion) and the relationships between job satisfaction and organizational commitment in three factors of tendency to more effort for the organization (emotional commitment), tendency to membership in the organization (norm-duty commitment), and belief in the organization and admitting its objectives and values (continuation commitment).

Materials and Methods

In terms of objective, this study is applied, and in terms of methodology, it is descriptive-survey and correlative, and in terms of time period, it was carried out in 2013. Our statistical society in this study is all the staff of Water and Sewage Company of Golestan Province which has 320 members. In this study, by the use of Krejcie and Morgan's table, the sample size is 175 persons. Simple random method was used for sampling, and for collecting data, we applied library and field studies, and the applied tools were two standard questionnaires, one was Organizational Commitment (Allen & Meyer, 1990) and the other one was Job Descriptive Index JDI (Smith, Kendal & Hulin, 1969). For measuring the validity of questionnaires perpetuity, we used Cronbach's Alpha Coefficient; and for justifiability, we used the justifiability related to the content.

Results

First hypothesis: there is a significant relationship between organizational commitment and job satisfaction. For studying this hypothesis, Pearson's Correlative Coefficient has been used. The result is shown in the correlation matrix in table 1:

Table 1. Correlation matrix between organizational commitment and its components with job satisfaction

Variable	Job Satisfaction	Emotional Commitment	Continuation Commitment	Norm Commitment	Organizational Commitment
Job Satisfaction	1				
Emotional Commitment	0.64	1			
Continuation Commitment	0.45	0.45	1		
Norm Commitment	0.52	0.58	0.62	1	
Organizational Commitment	0.57	0.52	0.45	80.74	1

As it is visible, all starred coefficients above are statistically significant. Therefore, there is a direct and significant relationship between organizational commitment and job satisfaction in the level lower than 0.05.

Second hypothesis: there is significant relationship between organizational commitment and job satisfaction. For studying this hypothesis, multi-variable regression was applied. First, in order to determine that whether there is relationship between variables or not, Pearson's Correlation Coefficient was applied. Its result is shown in correlation matrix in table 1. All of the starred coefficients above are statistically significant. As it is observed, out of the dimensions of organizational commitment, there is direct and significant relationship between all of its components and job satisfaction. Now, with the intention to determine that at least one of the predictive variables (dimensions of organizational commitment) can predict the target variable (job satisfaction), we applied variance analysis and determination coefficient, and the results are as shown in table 2:

Table 2. Table of analyzing variance and statistical factors of regression

R	R Square	F	DF1	DF2	Level of Significance
0.74	0.50	45	2	210	0.05

As it is shown, the value of F has become 45. This value has become significant with freedom degree of (2, 210) in the level of 0.05 and because the acceptable level of significance is below 0.05, it is concluded that at least one of the predicting variables can predict the target variable. On the other side, the value of square **R** has become 0.50 which means that the predicting variables altogether can predict 50% of changes in the job satisfaction variable.

Discussion and Conclusion

The objective of this study is to study the relationship between organizational commitment and job satisfaction. The results showed that: there is a direct and significant relationship between organizational commitment with its components and job satisfaction. Also, components of organizational commitment i.e. the two components of emotional commitment and norm commitment are able to predict job satisfaction. Therefore, the achieved result in this study is convergent with results of many studies which were mentioned in the introduction. It is inferred from the findings of this study that in order to increase the level of organizational commitment and prevent its undesirable consequences, it is required that the policy-makers and authorities follow more appropriate mechanisms and solutions. Inattention to the issue of the staff's organizational commitment leads to major problems for the organization. One of the most important ones of these problems is job desertion of the staff, especially the specialized staff. It seems that to a great extent, faithfulness to the organization depends on the progress opportunities of the professionals and the criteria of giving rewards. A lot of time is required to become professional and if the organization does not provide this procedure for the individuals, faithfulness to the organization will decrease. In addition to that, if the professionals conclude that legitimate standards and criteria are not used in distribution of rewards, their commitment to the organization will decrease. However, access to organizational objectives depends on economical use of human, economic and equipment resources. However, dynamicity of an organization depends on different factors such as having happy, committed and faithful workers in the organization who are fond of their jobs. Nowadays, organizations need influential and productive staff so that they can achieve their goals for comprehensive development and progress. Generally, productivity and effectiveness of organizations depend on productivity and effectiveness of human resources in those organizations.

Considering the achieved findings, and regarding their importance and priority, in order to increase organizational commitment and job satisfaction of the staff, these suggestions are presented: it is suggested that this survey is carried out in bigger scales and other places so that the intervening variables in these issues could be identified and more reliable results and causes could be achieved. It is suggested to the authorities and managers that in order to maintain and increase organizational commitment, they should pay more specific attention to job satisfaction and take measurements to provide the staff's commitment in the light of considering those factors. This is possible by forming a work group made of experts and professionals in order to study and evaluate the dominant conditions over organization and the staff. In this way, they can carry out professional research, and therefore, they can present the required suggestions and solutions so that the way would be paved for having dynamic organizations and committed staff.

Conflict of interest

The authors declare no conflict of interest

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