

Investigating the Relationship Between Job Satisfaction and Organizational Commitment (Case study Yazd Steel Company)

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Abstract. Objective of this research is to investigate the relationship between job satisfaction and organizational commitment ; Emotional commitment, continuous commitment and normative commitment are three components of organizational commitment and job's nature, manager, job commitment, payment, organizational citizenship behavior, colleague and promotion are components of job satisfaction. This research is based on Allen Vemir's tripartite theory and Smith, Kendall and Hallyn's job satisfaction model. Population of the research are employees of Yazd Steel company (139) and through random sampling population decreased to 80 employee. The research was conducted in 1988. Pre and post-test questionnaire was used, Its reliability based on Cronbach's Alpha is 81% and according to expert professors and by using content validity method its validity approved. Descriptive statistics such as frequency distribution table, percentage, mean and deviation, and inferential statistics such as Kolmogrov Smirnov test, Freedman test, structural equation and adaptive tables were used for data analysis. Data analysis proved that job satisfaction has significant effect of 78% on organization commitment.

Key words: Organizational commitment, job satisfaction

1. Introduction.

Since efficiency has close relationship with all levels of financial activities of each country, considering it in industry of each society is so important. Human resources as the most important and valuable capital of the organization are thoughtful and empower factors that can make powerful and dynamic organization by using resources optimally.

Increasing job satisfaction and organizational commitment have significant effect on increasing job's quality and quantity and reaching organizational goals which are consistent with general goals of the society. Optimal utilization of employee's capabilities is initial goal of each organization. Organizations have vast investments on their human resources annually to decrease costs and increase quality, flexibility, customer's satisfaction and improve their operations. Neglecting human resource management in organizations and using unscientific methods for human development will affect people's emotional and psychological dependency on his/ her organization and cause irresponsibility , lack of loyalty & commitment among employees. Commitment and adherence are two different close attitudes like satisfaction which will affect important behaviors such as absence and displacement. They also can have positive and numerous consequences : employees who have commitment and adherence are more disciplined, will stay more in the organization and work more. Managers should maintain employee's commitment to the organization and they have to engage employees in decision making and provide acceptable level of job security to increase commitment (Mourhed and Griffin, 1984). Researcher believe that by identifying and evaluating affective variables of organizational commitment and job satisfaction and investigating the relationship between them he can get some information about it.

2. Methodology.

According to the goals and questions of the research, its method is applied and descriptive correlation.

3. Tools.

Spector, Visoky and chrom's job satisfaction questionnaire was used to evaluate job satisfaction and Allen Myer, Steers & Porter's questionnaire was used for organizational commitment evaluation. Based on these, one questionnaire was designed and distributed among the population. Based on nature, goals and content validity of the research LIKERT's scale was used. To evaluate questionnaire's validity with Cronbach's alpha, first 25 employees who were selected randomly were given the questionnaire and initial alpha coefficient was 0.78, then inappropriate items deleted and alpha coefficient changed to 0.81. For analyzing data descriptive statistics (such as mean, deviation, variance) and inferential statistics (Freedman test, structural equation test and tables) and SPSS & SPLS software were used.

4. Statistical conclusion.

Before testing hypothesis and to choose an appropriate way of data processing, first we checked normality of research' variables. Based on Kolmogrov- Smirnov test's results none of research' variables adhere

to normal distribution. Then to rank dimensions of job satisfaction and organizational commitment, Freedman variance analysis test was used.

Results: According to the following table, number of significance ($p= 0.000$) is lower than level of significance (0.05), so null hypothesis, which says that there isn't significant relationship between existing condition of job satisfaction and organizational commitment's components, rejected and therefore there is a significant relationship between satisfaction and commitment's components and existing ratings worth being interpreted statistically based on rating average .

Table 1. Prioritizing components after job satisfaction based on rating average using Freedman variance analysis test

priority	Components of job satisfaction	Rating average
1	salary	
2	promotion	
3	Job commitment	
4	Manager	
5	colleagues	
6	Job nature	
7	Organizational citizenship behavior	

Table 2. Significance of Freedman test's component after job satisfaction

Statistical indicators	Calculated values
Authentic number	
Chi-square	
Degree of freedom	
Sig	

Table 3. Prioritizing components after organizational commitment based on rating average using Freedman variance analysis test

Priority	Organizational commitment components	Rating average
1	Normative commitment	
2	Continued commitment	
3	Emotional commitment	

Table 4. Significance of Freedman test, after organizational commitment's components

Statistical indicators	Calculated values
Authentic number	
Chi-square	
Freedom degree	
Sig	

To determine the most important factors of job satisfaction and organizational commitment we used Structural Equation model.

Based on the following table most of the selected questions to evaluate and measuring organizational commitment structure are significant in level 1.

Table 5: Measuring satisfaction and organizational commitment structure model

Structure	Indicators in the model	Mean	Standard deviation	Significance
Job satisfaction- Emotional commitment	V1			
	V2			
	V3			
	V4			
	V5			
	V6			
	V7			
Job Satisfaction- Continued commitment	V8			insignificant
	V9			
	V10			
	V11			insignificant

	V12			
	V13			
	V14			
Job Satisfaction-Normative commitment	V15			
	V16			
	V17			
	V18			
	V19			
	V20			
	V21			

As measurement models indicate that questions are appropriate to measure concepts, we will discuss second part of equation which is the relationship between structures.

Table 6. Path coefficients between level 1 structures and level 2 structures of the research

Level 1 structure	Level 2 structure	Path coefficient	t	p-level	result
Organizational commitment	Normative commitment				Significant in level 1 statistically
	Emotional commitment				Significant in level 1 statistically
	Continued commitment				Significant in level 1 statistically
Job satisfaction	Manager				Significant in level 1 statistically
	Colleague				Significant in level 1 statistically
	Job commitment				Significant in level 1 statistically
	promotion				Significant in level 1 statistically
	Job nature				Significant in level 1 statistically
	payment				Significant in level 1 statistically
	Organizational citizenship behavior				Significant in level 1 statistically

Table 6 shows effect of each structure on organizational commitment and job satisfaction. Structures of the research were selected more than 2 in this table to measure structures which are upper than them significantly according to t.

Table 7. Path coefficients in the final model to test hypothesis

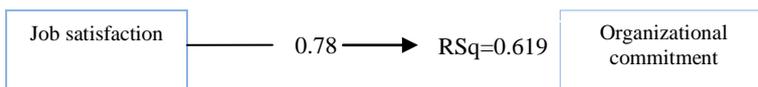
Effect	Path coefficient	t	Significant level	Hypothesis test
Job satisfaction on organizational commitment				Hypothesis 0 is rejected and the effect is significant

In investigating the relationship between structures in the form of structure path analysis, job satisfaction has a significant effect on organizational commitment statistically and according to table 7 it is 0.78. Results of the test with Adaptive Table showed that according to $p < 0.05$, there is a significant relationship between job satisfaction and organizational commitment.

$P = 0.000$ $\chi^2 = 9.85$ agreement coefficient = 0.38

Coefficient of power determination is the explanation of a regression model and the relationship between job satisfaction and organizational commitment with the determination coefficient of $rsq = 0.61$ is determined. It means that 61% of changes in organizational commitment is determined by job satisfaction.

Figure 1: job satisfaction – organizational commitment model based on research’ findings



5. Discussion and Conclusion

The main target of this research is to investigate the relationship between organizational commitment and employees' job satisfaction and after study and research the effect of variables were determined. Human resource as the most important and valuable capitals of the organization are thoughtful and organized factors who can make powerful and dynamic organization by using other resources optimally (Edrisi, 1980). An empowered manager can eliminate ambiguity and confusion of the organization by using human and material resources of the organization effectively. In Moody model (1986), which is accepted by majority of researchers, job satisfaction is formed immediately after entry to the organization while organizational commitment is formed gradually. So job satisfaction is the prerequisite of organizational commitment (Koohestany, 1986). Results of Tamilon & Jakinz' (1992) studies, 'violating organizational commitment and career success', showed that paying attention to different kinds of commitment (emotional, continued) can help in optimizing job satisfaction and decreasing desertion (Koohestany, 1986). In average commitment, employees have much more loyalty to the organization. In this level employees would not be attracted by the system completely and keep their character. Positive effects of this level are continuity on the job, decreasing desertion and increasing job satisfaction (Rahnamey Rood Poshti, 1987). In the Kramer's (1996) research 95 professional staffs of an engineering company participated and results showed that whenever the amount of both scales measured simultaneously, there is a positive and significant relationship between them but when they were measured in 13 months there weren't any significant relationship among them (Shea 1981).

David Ots, editor of international management journal, based on his investigations in different countries provided an article entitled 'decrease of loyalty and organizational belonging', translated by Dr. Mehdi Alvani, and determined job satisfaction as one of the effective factors of organizational commitment. Findings of the research show that job satisfaction which is affected by manager, colleague, job commitment, promotion and organizational citizenship behavior, have significant effect on organizational commitment which is made up of continued, emotional and normative structures. Path coefficient is 0.78.

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