Evaluation of Organizational Commitment of Employees in University; Case Study: Islamic Azad University

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ABSTRACT

General attitude about organizational commitment is an important factor in realizing organizational behavior. It appropriately predicts tendency to job involvement, too. Commitment and involvement are two close terms. In this study, effective factors on university staff organizational commitment have been evaluated. Using Mathew organizational commitment evaluation model, the researcher selected gender, age, education level, job background, indices as effective factors on staff organizational commitment. The sample population of 127 (out of 192) was chosen using Krejsy and Morgan table. It was a random sampling that indicates the statistical population. The obtained results indicated that age increase or decrease did not lead to increase or decrease in organizational commitment. There was no significant relationship between job background and organizational commitment. Females and males behaved in terms of organizational commitment equally. There was no significant relationship between faculties and employees in terms of organizational commitment.

Keywords: organizational commitment, Mathew Model, Gender, Age, Education level, Job background.

1. INTODUCTION

The thought of organizational commitment, is an important point in management. The thought is one of the basic values on which organizing depend upon, and the staff is evaluated regarding to commitment criteria (Angle, H.L. & Perry, J.L. 1983). Organizational commitment is an attitude toward employees' loyalty to organization and a consistent process in which people's cooperation with organizational decisions depicts their attention to organization and its success. As a whole, lack of commitment and low level commitment incur negative consequence for organization and each individual. Turnover , too much absence, lack of job involvement, low quality job, lack of organizational loyalty, illegal activities against the organization, vilification and cavil about organization, decreasing customer's reliability and income are instances of these consequences (Robbins, 1996). The existence of committed organizational workforces raises the reliability of the organization and provides the required background for development and growth of the organization. As a consequence, it increases organization application for the better. Generally, it has been found various definitions about organizational commitment. However, based on two pioneers, Meyer and Alen definitions, it has been revealed that each of the definitions included one of the three general subjects: feeling related, expenses perception, and duty feeling (Meyer, J.P. & Allen, N.J. 1991). Organizational commitment has often been considered a sort of feeling relatedness to the organization. The following mentioned definitions points out to this aspect (Hall, Douglas. 1977), (Koch, J. & Steers, R. 1978), (Mowday, R., Steers, R., and Porter, L. 1979). Mowdy and et al (1982) defined organizational commitment as assuming organization values and being involved in, and accepted its measurement criteria including: motivation, job involvement tendency, and assuming organization values. Janman and Oraily described it as protection and feeling relatedness toward the goals and values in an organization for the organization itself and far from instrumental values in order to achieve the others purposes. Lotanz and Shaveh claimed that as an attitude, organizational commitment has often been defined: (1) strong tendency to maintain in the organization; (2) tendency to constrain extraordinary attempt for the organization; (3) strong belief to accept values and purposes (Koopman, P.L., 1991), (Perry, James 1997), (Mathieu, J. E., & Farr, J. L. 1991). The liable and committed staffs are more disciplined in their jobs, stay for a long time in the organization and work more (Robbins, 1996). Sheldon defined organizational commitment as: attitude or an orientation on which individual identity to the organization depends. Organizational commitment explain a case in which organization staff identify their purposes self nominator and wishes to maintain in the organization (Robbins, 1996).

2. Organizational Commitment Effective Factors

Analyzing more than two hundred research finding, Mathew and Zachake (1991) have classified the preface of making commitment to five classes.

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2.1.   The Personal Attributes Affecting Organizational Commitment (Porter, L.W.,Crampon, W. & Smith, F. 1976), (Reichers, Arnon 1985), (Van Dyne, L. & Ang, S. 1998)**:**

- **Age:** there is a relative and positive correlation between age and organizational commitment. Meyer and Allen claim that older labors due to the more job satisfaction have greater attitudinal commitment.
- **Gender:** females are more committed than males to the organization, although the difference is negligible. The reason is that females to be member in the organization have to break down more barriers than males (DeCotis, T. & Summers, T. 1989).
- **Education:** there is a negative and weak relationship between education and organizational commitment. The relationship is mostly based on attitudinal commitment, and does not have any relationship with reasoning commitment. The negative rational behind it is educated people more expectation and their need to more job vacancies (Buchanan, B., II. 1974).
- **Marital status:** it has a negative relationship with organizational commitment (Niehoff, B.P., Enz, C.A., & Grover, R.A. 1990).
- **Job background in organization and organizational duty:** due to investing in the organization, the more someone stays in a job, the more committed s/he will be, however, the relationship is quite weak (Chatman, J. A. 1991).
- **Personal merits realization:** the relationship between the two variables is positive and strong (O'Reilly, III, C., and Chatman, J. 1986).
- **Capabilities:** highly skilled individuals are valuable for the organization. This increases organizational premium, as a result it creates reasoning commitment.
- **Salary and wages:** they bring the person self-esteem, so they increase attitudinal commitment (Buchanan, Bruce, II. 1979).
- **Job level:** there is a positive but weak relationship between job level and organizational commitment (Cohen, A. 1993).
- **Job characteristics** (Bateman, T. & Strasser, S. 1984), (Weiner, Y. 1982), (Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990)
- **Group relationship and the relationship with the boss** (Meyer, J. P. Allen, N. J. Smith, C. A. 1993), (Meyer, J.P. & Allen, N.J. 1997), (Mowday, R., Porter, L. and Durbin, R. 1974)
- **Organization and organizational commitment characteristics** (Baugh, S. & Roberts, R. 1994), (Shore, l. & Wayne, S. 1993), (Florkowski, G & Schuster, M. 1992), (Gellatly, Ian 1995)
- **The role and organizational commitment condition** (Sommer, S., Bae, S., & Luthans, F. 1996), (Sheldon, Mary 1971), (Bolon, D.S. 1997), (Blau, G. & Boal, K. 1987)

In the present study, part of the following model has been evaluated based on the personality characteristics which influence on organizational commitment including age, gender, and education level and job experience (Porter, L.W.; Steers, R.M.; Mowday, R.T.; & Boulian, P.V. 1974).

Figure 1: Organizational Commitment Relationship Model
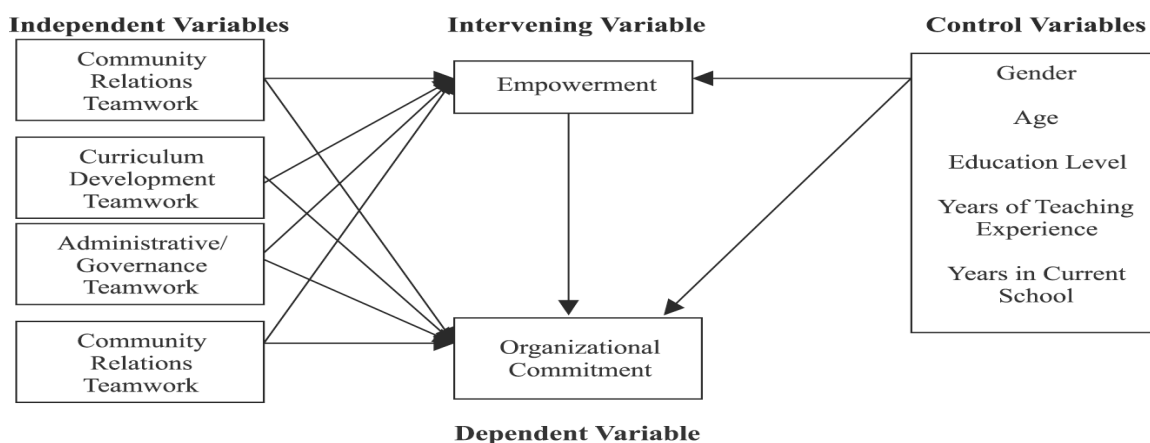
Source: Mathew & Zachake, 1990

3.   RESEARCH METHOD

It is a survey study in which questionnaire was used in data collection procedure. Regarding to the research design and the way of sampling, it is a correlation study. In fact, part of the study is in such a sort that it required descriptive method, too (Lio, Kutsai. 1995). The populations in the study included Astara branch Azad University staff, both faculty members and the employees. While sampling, the number of the

participants composed of 192 people, 97 faculty members (31 females & 66 males) and 95 university staff(24 females & 71 males). Using Krejsy and Morgan table the population of 127 were selected based on random sampling in which the combination cope with the required population. The questionnaire (Mowdy, Styrz &Porter) which was used in the study included 15 questions. It was a 7 scale questionnaire which was ranked from "completely agree" to "completely disagree" and evaluated the organizational commitment factors. Reliability and validity of the organizational commitment questionnaire was 0.699, in which due to crossing out the following questions that was, number four, seven, and thirteen, Cronbach's alpha increased to 0.817. Based on the research hypotheses in this study and sampling group, descriptive statistics; frequency distribution, percentage, mean, standard deviation, and inferential statistics; variance analysis, T-test, correlation matrix have been used. Obtained data were put in SPSS software for the result.

3.1.   Research findings

Table 1: Shows mean and standard deviation of organizational commitment variable based on four age groups.

age	mean	Standard deviation
Less than 30	60.44	16.42
Between 30 & 40	64.18	12.40
Between 40 & 50	66.00	09.90
Over 50	68.55	13.90
total	**65.15**	**11.63**

Table 2: Results of One-Way Analysis Of Variance for Organizational Commitment among Four Age Groups

Source	SS	df	MS	F	Sig
Between group	390.54	3	130.181	0.960	0.414
Within group	16544.95	122	135.610		
Total	**16935.5**	**125**			

Table 2 displays that there was not statistically significant differences among four age groups in terms of organizational commitment, F (3,122) = 0.96, p= 0.414. Thus, it can be mentioned that increase or decrease in age does not effect on increase or decrease in organizational commitment, respectively. Therefore, null Hypothesis is accepted.

Table 3: Depicts organizational commitment standard deviation and mean in terms of three groups job background.

Age	mean	Standard deviation
Less than 10	685.00	11.67
Between 10 & 15	065.38	09.86
Over 15	064.38	13.75
total	**065.16**	**11.63**

Table 4: Results of one-way analysis of variance for organizational commitment among three job background groups

Source	SS	df	MS	F	Sig
Between group	36.42	2	18.21	0.133	0.876
Within group	16899.07	123	137.39		
Total	**16935.50**	**125**			

Table 4 indicates that there is no statistically significant relationship among three job background groups in terms of organizational commitment, F(2,123)= 0.123, p= 0.876. Therefore it can be claimed that increase or decrease in job background does not have any affect on increase or decrease in organizational commitment, respectively. Thus, the null Hypothesis is accepted.

Table 5: Results of t-test for analysis of significant differences in two female and male groups

Group	Mean	SD	df	t	sig
Females	67.58	12.09	124	1.48	0.141
Males	64.20	37.11			

Table 5 shows that using t–test, there is no statistically significant differences between females and males group regarding to organizational commitment, (p=0.141, df= 124, t= 1.48).

Therefore the hypothesis claiming that there is a significant difference between females and males in terms of organizational commitment is rejected.

Table 6: Results of t-test for analysis of significant differences in two faculty and employee groups

Group	Mean	SD	df	t	sig
Faculty	66.20	9.43	106.16	1.02	0.311
employee	64.06	13.59			

Table 6 shows that using t – test, there is n significant differences between two groups, faculty and employee in terms of organizational commitment (p = 0.311, df =106.16, t= 1.02). Therefore, the hypothesis regarding to the statistically differences between organizational commitment and two groups, faculty and employee is rejected.

4.   RESULTS

One of the research fields in organizations is related to employee's organizational commitment (Salancik, G.R.; & Pfeffer, 1977). This study evaluated organizational commitment in Islamic Azad university Astara branch employees. Findings of the study are as follow: increase or decrease of age does not have any affects on increase or decrease in organizational commitment, respectively. Increase or decrease of job background does not have any affects on increase or decrease in organizational commitment. There is no statistically significant difference between two groups, females and males, in terms of organizational commitment. There is no statistically significant difference between two groups, faculty and employee, in terms of organizational commitment.

5.   Conclusion

The results of the study indicates that increasing emotional involvement in employees, involving most of them with the goals of organization, improving social communication at work, employees cooperation in making decision about evaluating staff applications in terms of job interaction, explaining organization aims and goals, eradicating job barriers, emphasizing on the aspects which leads to organization social values, creating appropriate system for rewards and penalties, crossing out the prejudices and inappropriate relationship among individuals, relative independence to deal with duties, appropriate background for employee's creativity and renovation, job enrichment, granting facilities and giving higher level responsibility to individuals for doing job can greatly increase organizational commitment among university employees in Iran Islamic Azad University.

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