Relationship between Organizational Commitment and Job Satisfaction

Amjad Hedayat¹, Fatemeh Nemati Sogolitappeh², Reza Shakeri³, Mohamad Abasifard⁴, Mohamad Khaledian*³

¹Department of Social Science, Payame Noor University, PO BOX 19395 - 3697, Tehran, Iran
²Department of Psychology, University of Tabriz, Tabriz, Iran
³Department of Psychology, Payame Noor University, PO BOX 19395 - 3697, Tehran, Iran
⁴Department of Industrial Engineering, Payame Noor University, PO BOX 19395 - 3697, Tehran, Iran

Mohamad_khaledian22@yahoo.com

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Abstract. One of the concerns of the organization and management experts is to identify effective factors on organization performance and finding solutions to improve organization performance. The present study was done to analyse the relationship between organizational commitment and job satisfaction in visiting lectures of Payam Nour University. Statistical population of this research includes visiting lectures of Ghorveh town who were teaching in the academic year of 2016-2017. Sample size of 60 participants was selected by simple random sampling. To collect data, Meyer and Allen organizational commitment questionnaire and Field and Rothe job satisfaction questionnaire were used. The research method is correlation which is incorporated in the area of applied studies to analyse data, descriptive statistics (mean and standard deviation), and inferential statistics (Pearson correlation coefficient and multivariate regression) were utilized. The findings show that there is positive and significant relationship between organizational commitment and job satisfaction. Regression coefficient shows that organizational commitment predicts 42.2% of the job satisfaction changes.

Introduction

One of the concerns of the organization and management experts is to identify effective factors on organization performance and finding solutions to improve organization performance. To this end, different attempts have made and valuable results have been achieved. Nowadays, one of the effective factors that affect organization performance is spirituality which has positively affected individual, group and organizational performance in different ways and at individual, group and organizational levels has had a great role. Recently, the status of spirituality in organizations and departments has received wide attention on part of managers, employees, and researchers because it is assumed that spirituality has great importance for the objectives of the organization with the staffs and society [1].

In an organizational behavior perspective, organizational commitment is generally interpreted as an employee is attached to his/her organization. Specifically, it may be defined as an employee’s belief in the organization’s goals and values, a desire to remain a member of the organization and loyalty to the organization [2]. Organizational commitment is a psychological state that describes the relationship of employees with the organization for which they work and that has deductions for their decision to continue with the organization. Organizational commitment is considered as a key determinant of organizational outcomes such as performance; controllable absenteeism and organizational citizenship behavior. For this reason, employee commitment continues to be one of the most exciting topics for both executives and researchers [3].

Psychologists define person’s adaptability as a set of normal personal traits which people show in the environment and adapt with their own world and try peacefully to achieve a status in their own society. Wiseman asserts that ‘social adaptability is a reflection of interacting with others,
satisfaction with one’s roles, and performance in the roles that is greatly influenced by previous character, culture and family expectation. Mattson believe that socially acceptable behavior is a term that psychologists refer to ethical/moral actions which are prescribed culturally such as involvement with others, helping others, cooperation and feeling sympathy with others. Such behaviors help the person to control himself, and it requires that people relinquish their rights in the interests of others [4]. Three-component model of organizational commitment has given rise to much research and its three components are as follows:

1) Affective commitment: This part of organizational commitment is considered as attachment to an organization which is defined by accepting organization values and by tendency to stay in that organization.

Prerequisites of affective commitment:

A) Personal characteristics: The importance of personal traits is arises from the fact that many of these characteristics have increasing or decreasing role in the commitment. These qualities include age, job experience, expertise and educational levels, sex (gender), race, marital status and other personal factors.

B) Qualities related to role: Studies show that job enrichment increases occupational challenges and leads to increasing commitment. The findings also show that commitment has inverse relation with counter-role and role ambiguity.

C) Structural qualities: Studies on organization size, supervising scope, continuity and focus of job show that there is no significant relationship between any of these variables with organizational commitment. In another study done by Steers et al., it was concluded that organization size and supervising area were unrelated to commitment and but formality continuity of the job and focus were related to commitment.

D) Job experiences: They may take place during working life of a person in an organization and are considered as main forces in socializing process or employee's influence ability and affect the mental attachment of the staffs to the organization. Staff feelings about positive attitude of their colleagues, can be effective on a person's commitment.

2) Normative commitment: It is defined as a perceived obligation to support an organization and its activities.

Prerequisites of normative commitment:

A) Family, cultural and organizational influence ability

B) Organization investment

C) Mutual compensation of the services

Continuance commitment: It arises from perceiving the increase of lost costs in an organization. The costs include the expenses of a project or work that is nor returnable. So, if a person has continuance commitment, he will be sensitive to growing such costs.

Prerequisites of continuance commitment:

A) Amount and size of investment and used resources in the organization.

B) Lack of job opportunities outside the organization

C) The proponents of this model believe that it is better to consider affective, normative and continuance commitments as components of commitment; rather than certain types of it. Because if they are certain kinds of commitment, the person feels little obligation to stay in the organization.

Organizational commitment has become one of the most fashionable variables studied in the last three or four decades. Like every other psychological construct it is quite hard to have a universally accepted definition. However, it has been defined and measured in several different fashions. The various definitions and measures have the common point that organizational commitment is considered to be a bound or a linkage of the individual to the organization [5].
Organizational commitment may be defined as relative strength of an individual’s identification with and involvement in a specific organization. It can be characterized by three factors: 1) a strong belief in and acceptance of organization’s goals and values; 2) a willingness to exert considerable effort on the behalf of the organization; and 3) a strong desire to maintain membership in the organization [6].

On the other hand, with regard to organizational commitment, its conceptualization, its measurement scales and its theoretical basis have all varied over the past fifty years. Although no full agreement has been reached within the scientific community about its definition and measurement e.g. De Frutos et al. [7], Bergman [8], Ko et al. [9], Solinger et al. [10], Vandenberg & Self [11]; the dominant model is still the one proposed by the team of Allen and Meyer, & Meyer and Allen [12-14]. Starting basically from the idea that commitment is an attitude [15, 16], and that calculative commitment, may be defined according to the concept of Becker's side-bet (1960), we now find a multidimensional model of construct [17].

Organizational commitment and job satisfaction have been two of the recurring constructs in the scientific literature about work organization. Traditionally, they have been associated with the desired and undesired behavior of those who interact inside an organizational system. For years, theoretical models have been evolving e.g. Meyer et al. [18], as they were being empirically tested. However, beyond their different approaches, which we shall be considering later, a key turning point was their joint treatment. This resulted from an in-depth analysis of the antecedents (i.e. pay satisfaction), the consequences (i.e. organizational citizenship behavior), and the correlations (i.e. job satisfaction) [17].

One of the desirable feelings of any employee or worker is job satisfaction. In today's organizations, keep the staff satisfied, is among the main concerns of the management. Gratified staffs perform well, provide high quality and much production and services and eventually enhance organization productivity. In other words, the main problem of the organizations is to keep their staffs satisfied. Job satisfaction is one of the most important factors in job success and it results in growing efficiency and feeling satisfied in individuals. Researchers have defined job satisfaction from different perspectives and assert that if a job provides the desired gratification for a person, then the person is satisfied with his or her job.

Job satisfaction is a combination of various factors of internal feelings like feeling satisfied with doing a job, and external ones such as salaries, benefits and working environment relationship, all of which causes the person to be satisfied in his job [19]. Job satisfaction means a level of positive attitudes and feelings which people have toward their jobs. When a person says he has great job satisfaction that means that he loves his job and feels god about his work and is rewarding for him. Employees with high job satisfaction are in fitter conditions physically and mentally [20].

If we look into job satisfaction in university lecturers/instructors/professors – who have key profession in the society- the importance of this issue is highlighted and this, in turn, brings about science advancement in society. On the contrary, when professors and college staffs do not have job satisfaction, it will definitely have negative consequences. Analyzing the factors affecting job satisfaction and its consequences on a person and his performance are in the focus of social and human science researchers. Since job satisfaction has complex and multi-dimensional concept, and deals with different social, mental and physical elements, various combination of various factors cause a person to be satisfied with his job.

Job satisfaction is understood to be affective response to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction) i.e. pay, supervision etc [21]. As mentioned above, one of the most important factors that determine the employee satisfaction with respect to particular aspects (facets) is the satisfaction with pay as found by Wallace and Schwab who reported that pay satisfaction was positively related to pay level [22]. Job satisfaction has been correlated with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout [23]. An individual’s principal choice of employment can help shape their view of themselves, broaden their daily life, and help to give meaning to their existence. So, if there is poor satisfaction with work, the individual questions him/herself in more aspects than just work factors.
Furthermore, apart from the obvious importance of job satisfaction, it has been demonstrated that satisfied employees have better health and live longer, and satisfaction on the job carries over to the employee’s life outside the job. For management a satisfied workforce translates into higher productivity due to fewer interruptions caused by absenteeism or good employees quitting, as well as into lower medical costs. There are benefits for society as a whole: Satisfaction on the job carries over to employees’ off the job hours, so the goal of high job satisfaction for employees can be explained in terms of both financial and social responsibility [24].

Various studies in the field of job satisfaction show that many variables are related to job satisfaction. Some scholars attribute job satisfaction to internal and external pleasure and others to job contents [25]. Theorists like Maslow interpret this satisfaction in terms of needs, while others think it is affected by perceptions, attitudes and expectations of the employed people and focus on working environment effects. George & Jones enumerate four main factors in job satisfaction 1) job position, 2) social effect 3) values 4) personal characteristics [25]. It should be clear that whether the job provides the opportunity for the person to keep his or her personal or private values.

The theory is that if the job is fit with personal value he is satisfied with his job and his job is in conflict with his values, job satisfaction has little or no result for him. Fischer & Hanna considers job satisfaction as a mental factor and describes it as a kind of social adaptability with job and work conditions. That is, if the right job satisfies personal needs ideally, then the person is happy with his job. In contrast, the job does not give a person enjoyment, then that person start absenteeism and changing it [26]. According to Hoppock job satisfaction is a complex and multi-dimensional concept and is related to mental, physical and social elements. Moreover, only one factor does not result in job satisfaction, but a combination of various factors cause the employed feels happy with his job in a certain time period and tell him that he enjoys his life [26]. Job satisfaction is one of the important attitudes which most organizations expect their employees. Most of the studies in this area are done with the presupposition that job satisfaction is a potential determinant for absenteeism, quitting job, job performance in role, and meta-role behaviors [27].

Results of a study done by Soleymani et al. entitled Relation between work ethics with job satisfaction and work stress of staffs in vocational training center in Tehran" show that there is positive and significant relationship between staffs' perception of dominant ethics on job with their job satisfaction. And three aspects of work ethics (attachment and interest, perseverance and seriousness, and health and human relation) are significant predictors for job satisfaction [27]. The results of Sheykhzakaryaie and Atashzadeh Shorideh study with the title of "the relationship between occupational ethics and organizational commitment in professors of Medical science University of Kurdistan' show that there is significant relationship between professional ethics and organizational commitment in all dimensions [28]. Research results of Faghhi Farahmand and Zanjani entitled Relation between staff perception of work ethics with job satisfaction and work stress of the employees" show that there is positive and significant relationship between staff perception of work ethics with job satisfaction [29]. By the way, there is negative and significant relationship between staff perception of work ethics and their work stress. It was a case study which was done in vocational and training organization in Tabriz. The results of regression analysis show that three dimensions of work ethics (attachment and interest, perseverance and seriousness, and healthy and human relationship) are significant predictors for job satisfaction. Seo et al. analysed the relationship between job satisfaction and job satisfaction whose result confirm the positive relationship between them.

University is a place where new challenges and problems may arise for its members and people. Success, in these conditions requires healthy adaptability which may be achieved through improving job satisfaction and organizational commitment. Its result is that success in performance and life gratification are obtained. Having job satisfaction and organizational commitment makes people able to better manage stressful situations, to get less tension, to encounter problem effectively, and to have a better understanding about them and look at problems optimistically. Therefore, it is necessary to invest on effective human resources in universities to achieve social and economic development by enriching mental capability. Given the important role lecturers and
professors in society development and regarding review of the related literature, investigating the relationship between these variables and proposing solutions prepares people for encountering problems, social adaptability, growing job satisfaction and organizational commitment. Thus, the purpose of the current research is to analyse the relationship between organizational commitment and job satisfaction in visiting lecturers of university and to address the question that if there is any relationship between these two variables or not.

**Methodology**

The method of this study is correlational and its statistical population all visiting lecturers at Ghorveh in academic year of 2016-2017. To this end, 60 visiting lecturers of Payam Nour University were selected by random sampling as the sample size. To collect data, Meyer & Allen questionnaire of organizational commitment and job satisfaction questionnaire of Field and Ruth were used. To analyse data descriptive and inferential statistics (Pearson correlation test and regression) were applied.

**Meyer & Allen Questionnaire**

The measure of organizational commitment was developed and validated by Meyer and Allen in 1996. This measure is composed of 24 questions in which items from 1 to 8 are related to sub-scale of affective commitment; continuance commitment contains questions 9 to 16. Normative commitment contains the remaining questions, namely, 17 to 24. Scoring of organizational commitment is as follows: 7) means strongly agree, 6) agree, 5) slightly agree 4) neutral, 3) slightly disagree, 2) disagree, and 1) strongly disagree. In studies of Meyer and Allen [13], and Hack, Baysiv and Hasdordov reliability coefficient of three measures of organizational commitment were reported to be between 50 to 88% which shows their acceptance level. To obtain the validity of this measure, correlating with other measures of organizational commitment was done. The validity of this measure in Meyer and Allen, and Hack et al., was reported to be between r=60% and r= 70% [30].

**Field and Rothe questionnaire of job satisfaction**

This questionnaire was developed by Field & Rothe to measure job satisfaction of people and includes 19 questions with 5 alternatives. The respondents are asked to express their feelings and attitudes toward their jobs on a five-point scale. For statements of 1, 2, 3, 4, 6, 8, 10, 13, 14, 16 and 18, scores of 1, 2, 3, 4, and 5, items of strongly disagree, disagree, neutral, agree, and strongly agree are considered respectively and the other statements are scored inversely. In this way, minimum total number of the statements equals 19 and its maximum score is 95. Reliability of job satisfaction questionnaire of Field and Rothe was reported by Mokhtari, thru split-half method and by Abdolazadeh and Karamrodi, and thru Cronbach alpha coefficient it was reported to be 93% [19]. In the latter research, reliability coefficient of job satisfaction of Field and Ruth equal 68%.

**Results**

The purpose of the present research is to analyse relationship between organizational commitment and job satisfaction in visiting lecturers, that of whom 50 were male and 10 were women, with a range of age ranging from 29 to 43 years. Descriptive data of scores of organizational commitment and job satisfaction, Pearson correlation coefficient and regression are given in the following Table.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC</td>
<td>68.8</td>
<td>5.68</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>88.9</td>
<td>6.01</td>
</tr>
</tbody>
</table>
Table 1 shows descriptive data related to mean and standard deviation of two variables of organizational commitment and job satisfaction.

**Table 2.** Kolmogorov-Smirnov test or (KS test) to analyse normality of scores in organizational commitment (OC) job satisfaction

<table>
<thead>
<tr>
<th>Factor</th>
<th>Level of significance</th>
<th>Error amount</th>
<th>Hypothesis confirmation</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC</td>
<td>0.08</td>
<td>0.05</td>
<td>H0</td>
<td>Normal</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.26</td>
<td>0.05</td>
<td>H0</td>
<td>Normal</td>
</tr>
</tbody>
</table>

Given the results in Table 2 and since significance level for all components is greater than 0.05, so these variables have normal distribution. To test hypotheses, parametric tests are used.

**Table 3.** Result of Pearson correlation coefficient test between OC and job satisfaction

<table>
<thead>
<tr>
<th>Organizational commitment</th>
<th>Pearson correlation</th>
<th>Sig</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>0.649</td>
<td>0.001</td>
<td>60</td>
</tr>
</tbody>
</table>

Given Table 3, since significance level is less than 0.05, consequently, H0 is rejected and H1, that is, research hypothesis –positive relationship between OC and job satisfaction- is confirmed. As observed at 95% level, there is positive and significant relationship between OC and job satisfaction and its correlation coefficient equals 0.694.

**Table 4.** Correlation between variables (regression adequacy index)

<table>
<thead>
<tr>
<th>Model</th>
<th>Correlation coefficient</th>
<th>Coefficient of determination</th>
<th>Moderated coefficient of determination</th>
<th>Error standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.649</td>
<td>0.422</td>
<td>0.412</td>
<td>4.36</td>
</tr>
</tbody>
</table>

Table 4 shows that correlation between independent variable and dependent variable equal 0.694. Coefficient determination is 0.422 and this value shows that 42.2% changes of job satisfaction are related to organizational commitment. In other words, OC predicts 42.28% of job satisfaction changes.

**Table 5.** F test (variance analysis) for significance of regression

<table>
<thead>
<tr>
<th>Model</th>
<th>changes</th>
<th>Squares sum</th>
<th>df</th>
<th>Squares mean</th>
<th>Statistic</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>regression</td>
<td>802.449</td>
<td>1</td>
<td>802.449</td>
<td>42.267</td>
<td>0.001</td>
</tr>
<tr>
<td>residual</td>
<td>1101.151</td>
<td>58</td>
<td>18.985</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>total</td>
<td>1903.600</td>
<td>59</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Given Table 5 the calculated significance level for this statistic equals 0.001 and this shows significance of regression at 95%. Regression models confirm normality assumption of the data. Therefore, the estimated linear regression model is acceptable.

**Table 6.** Significance of regression coefficients for OC and job satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Non-Standard coefficient</th>
<th>Standard coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>14.252</td>
<td>8.409</td>
<td>1.695</td>
</tr>
<tr>
<td></td>
<td>OC</td>
<td>0.614</td>
<td>0.094</td>
<td>0.649</td>
</tr>
</tbody>
</table>

Dependent Variable : Job Satisfaction

The inserted variable in regression equation is the main core of regression analysis given in Table 6.
Discussion

The purpose of the current research is to analyse the relationship between organizational commitment and job satisfaction in visiting lecturers of university. Given the findings of this study, we can conclude that there is positive and significant relationship between organizational commitment and job satisfaction which is in agreement with the results of studies done by similar studies like Sheykhzakaryaie and Atashzadeshorideh [28], Faghhi Farahmand and Zanjani [29], and Seo et al. Job satisfaction is the most important attitude, mentality, and judgment which members of an organization have toward their job and work environment.

Job satisfaction means that a person loves his job and rewards for it and has positive attitude toward it. People in an organization express their satisfaction in a job for five major components as follows: Salary and wages, promotion chance, nature of work, organization policies, and working conditions. Degree of staffs' satisfaction is different in each of these components. For the same reason, one of the important responsibilities of the management is to provide the grounds for their employee job satisfaction since job satisfaction is directly related to mental health, efficiency of the employees. According to Arch and Gritz if employees are supported, they can do their work with less tension and this, in turn, results in improving interpersonal relationship and job satisfaction. Moreover, support brings about enhancing self-confidence and effectiveness in work.

Different jobs are done in various environments and many factors including general satisfaction with job, salary, occupational cultural milieu and relationship with co-workers are effective factors in individuals' health. On the other hand, factors that may disturb the mental health include not observing justice and fairness, not providing opportunities on self-actualization for people and irrational discrimination. Taking mental health into consideration is very important in all personal, social and professional aspects of life and one of the areas in which mental health is important is work and occupation [31].

Rarely can we find organizations which have obtained accomplishment without having objectives, values, and aspirations that are deeply accepted within the organization. Believing in organization's values and objectives, having loyalty to the organization, having ethical requirements and deep tendency, and feeling the need to stay in organization are called organizational commitment. This commitment is a kind of emotional attachment to the organization in such a way that staffs are really dedicated and get their identity from the organization, participate in it and enjoy their membership in the organization.

Based on three components of Allen and Meyer model of commitment, there are three mentalities. Each of which is representative of staff commitment to the organization: affective commitment, continuance commitment and normative commitment. Affective commitment refers to staff perception from emotional attachment to organization, recognizing by it, periodic commitment to employee perception from leaving the organization and joining other companies, and normative commitment refers to their natural duties [32].

Given that the most important hypothesis of our study is confirmed by correlation test, it is evident that there is significant relationship between organizational commitment and job satisfaction in statistical population; therefore, we can predict job satisfaction of statistical population by measuring organizational commitment. Thus, it is suggested to research management and authorities to analyse organizational commitment of their employees occasionally so that they may predict their job satisfaction and performance. It is proposed that managers pay particular attention to requires characteristics and prerequisites in creating organizational commitment and job satisfaction and the result of the present research be generalized to academics and office employees.

Since attitudes have not a permanent nature, the result of this study on these two variables cannot be applied in the long term. So, its results should be interpreted cautiously. It is also suggested to respective managers and officials keep the following points in mind and possibly apply them in their work environment in order to increase organizational commitment and job satisfaction: Creating job enrichment: According to some studies it is clear that employees show much higher commitment to their organization when they perceive that they have much opportunity to control the work they do. In fact, this issue shows close relationship between organizational commitments, with job satisfaction.
Organizational support: No doubt, organization support from its employees can result in increasing their commitment to their organization. This support can be financial or non-financial. It is important not only for commitment but also for performance. So, the organizations must do their best to support their staffs. Staff participation in organization: it is another factor that results in increasing the application of acquired knowledge in the work environment and helping the organization.

References


