



Examining the relationship between employees' organizational commitment and their satisfaction in Isatis Great Complex

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Abstract: *The aim of the present study is to examine the relationship between employees' organizational commitment and their satisfaction in Isatis Great Complex. The study population includes the managers and employees of Isatis companies in Yazd. And according to the preconditions of work experience and education, the sample consisted of 61 people. Allen and Meyer organizational commitment questionnaire (1990) and Minnesota employee satisfaction (job satisfaction) questionnaire have been used in order to collect the data. Validity of these questionnaires has been formally approved by professors and experts, and total reliability of the questionnaires is equal to 86%. SPSS and Lisrel software and Pearson correlation coefficient test and factor analysis have been used in order to analyze the data. According to the results of analyzing the questionnaires, the research hypothesis was confirmed and a positive significant relationship was found between the variables of employees' organizational commitment and their satisfaction.*

Keywords: *business management, organizational commitment, employee satisfaction, Isatis*

INTRODUCTION

Research on organizational commitment was seriously considered in the 1960s in the world, especially in the West. The first series of investigations of organizational commitment was done by Welton (1985). He released his thesis about commitment which is well-known as "organizational human". White describes organizational human as a person who not only works for the organization but also belongs to it. Organizational human beings believe that the organization is a place for emergence of innovation, and dedication to the organization is one of the main needs of employees. Two years after publication of "organizational human", Lawrence said: the desirable organization is the one that a feeling of absolute loyalty to organizational objectives is common among all its employees, from the highest to the lowest rank. This assumption has been approved in commitment literature, which describes the positive effect of commitment in organization. Sheldon in 1971 examining a sample of scientists found that commitment of these people to the organization is not because of their investments but because of their social relationships and partnerships with others (Moeenfar, 2002). There are many reasons for special attention to the issue of organizational commitment: firstly, organizational commitment is a new concept and is generally different from job dependence and job satisfaction; secondly, research has shown that organizational commitment is positively related to consequences such as job satisfaction, participation, meta-social organizational behavior and job performance and negatively related to tendency to turnover (Eraqi, 1994).

Employment is one of the issues that have always engaged human mind, governments and nations. Although occupation seemingly is related to economic-living dimension of human beings, it is also closely connected to

their individual, familial, social, political and cultural dimensions. Job satisfaction is an area in which social, psychological, sociological, economic, political science and educational viewpoints all have their part. Today in every country, there are thousands and thousands of professions and jobs that people are involved in them and continue their life through them. What has always been considered by psychologists and scholars is job satisfaction of people and the impacts of this satisfaction on their spirit and work efficacy. In the following, job and the factors influencing employees' satisfaction have been defined.

In view of the above, we can say that: "job satisfaction" means the feeling of happiness and satisfaction that one has of his/her work and the joy that he/she feels which causes reliance on and dependence to his/her job. "Job satisfaction" is a favorable, positive emotional state resulted from evaluation of job or job experiences; a concept having various dimensions, aspects and factors that all of them should be considered. Among these factors, characteristics of workers and employees, type of work, working environment, and human relations at work can be mentioned. According to the proposed principles, this study intends to investigate the relationship between employees' organizational commitment and their satisfaction in Isatis Great Complex.

2. Theoretical foundations and development of hypotheses

2.1. Business management

Today, business processes are the key to success of any organization. So having a strong business process management approach is important in organizations; and organizations in their experiences have learned that business process management is a kind of strong investment in quick dealing with environmental changes. Business process management, having multiple patterns needed by organizations, provides an integrated and systematic approach to the design, implementation and management of business processes of organizations. In each of these processes, people and systems are involved. Given that business process management system provides a ground that performing all processes in organizations become automated, so all roads are leading to business process management system becoming the core of organizational systems in order to improve organizations' performance. In the following, we will have a brief review of the definition, process and other matters related to this variable.

2.1.1. Business

Different writers have different definitions of business. In Oxford Dictionary, business means buying and selling and trade. In simple terms, business means a state of engagement, and in general, includes activities that involve production and purchase of goods and services with the aim of selling them in order to gain profit. According to Irvick and Hunt, (1997) and the work in which service or works that other people in the society need it and want to buy it and can pay for it are produced, distributed, and provided. Thus, according to the mentioned definitions, it can be understood that business deals with buying and selling goods, production of goods or supply of services, in order to make a profit.

2.1.2. Business process management

Business process management in the academic world of the 50s and 60s was identified as implementation of improvements in quality management approach (Shams, 2009). Process-oriented management means identifying business process managements that aim to meet the needs of clients (Ramezani and Pourbakhsh, 2007). Business process management system provides a ground through which admission of organizational procedures and workflow of organizations based on processes will be quite systematic.

2.2. Organizational commitment

Organizational commitment is a state when a person knows the organization as his/her identifier and wishes to remain a member of the organization. So, organizational commitment is a far broader concept than job involvement or job commitment. "The word commitment lexically means accepting the responsibility of something, taking it, maintaining it, holding it, closing a covenant" (Sanjari, 1996). Organizational commitment is the state that an employee knows a specific organization and its goals as his/her identifier and wishes to remain a member of that organization. Most of the researchers consider organizational commitment as a psychological state describing the relationship of an employee with the organization. This relationship impacts the intention of the employee to maintain a particular course of action, which in this case is staying in the organization. Several studies have shown that organizational commitment is predictor of important

variables such as absenteeism, organizational citizenship, employee performance and turnover (Fiortio et al., 2007).

2.2.1. Dimensions of commitment

In studies and investigations conducted in the field of organizational commitment, experts and scholars of behavioral sciences have viewed organizational commitment from different angles. Reviewing various aspects of commitment will help us in better understanding of the issue. We will discuss some perspectives on the dimensions of organizational commitment.

Affective Commitment, Continuous Commitment, and Normative Commitment

Allen and Meyer in their studies in the field of commitment provided a new classification that, compared to dimensions of organizational commitment which were discussed before, is more comprehensive and complete. This classification is as follows:

Affective Commitment: it is emotional attachment of the employee to the organization. In this type, commitment is some kind of emotional dependence on its basis the employed person takes his identity from the organization and feels a sense of belonging and attachment to it and enjoys continuing membership in it.

Continuous Commitment: this means commitment of the individual based on the individuals' understanding of the costs associated with leaving the organization. According to this definition, people stay in the organization not because they feel a moral obligation or a sense of emotional attachment but because if they leave the organization, they will lose some job benefits including job position and status.

Normative Commitment: this means a sense of moral obligation to remain in the organization. In other words, people stay in the organization because they feel responsibility that they should not leave the organization. Experiences of people prior to entering the organization (such as cultural and familial socialization) and after entering the organization (such as organizational socialization) are among the factors affecting it (Allen & Meuer, 1990; quoted from Jahangir et al., 2007).

2.3. Job satisfaction

Job satisfaction is a set of feelings and beliefs that people have about their current jobs . Job satisfaction is an important factor in job success; a factor that increases efficiency as well as feeling of personal satisfaction (Shafi Abadi, 2011). Job satisfaction means liking the conditions and tools of a job, the conditions that the work is done in it, and the reward which is received for that . In view of the above, we can say that: "job satisfaction" means the feeling of happiness and satisfaction that one has of his/her work and the joy that he/she feels which causes reliance on and dependence to his/her job. "Job satisfaction" is a favorable, positive emotional state resulted from evaluation of job or job experiences; a concept having various dimensions, aspects and factors that all of them should be considered. Among these factors, characteristics of workers and employees, type of work, working environment, and human relations at work can be mentioned . Therefore, it can be said that:

H1: There is a significant relationship between employees' organizational commitment and their satisfaction in Isatis Great Complex.

3. Research methodology

The research method in this study is functional based on the objective. Also this research is descriptive in terms of data collection and, according to the classification of descriptive studies is considered a correlational research. Field method was used in order for collection of the needed data and information for the time period of May to November 2015. Other data and information regarding the literature, theoretical framework, indicators, information related to the population and its characteristics have been collected through library studies and studying of organizational documents and searching on the internet. Research population includes all employees of Isatis Great Complex in the city of Yazd who have the following conditions:

A) All managers and employees who have work experience of more than 5 years;

B) Managers and employees who have associate degree and higher education in the fields of Industrial Engineering and Management.

According to the mentioned conditions and the information that the researcher has earned, the number of people who can answer the questionnaires is 61 people, and since the number of these people is limited, their opinions will be obtained as all-considered and there is no need for using of any formula or specific type of sampling.

To analyze the data obtained from the samples, both the methods of descriptive statistics and the methods of inferential statistics have been used. In order to evaluate features of the respondents, descriptive statistics have been used. To analyze the data, Pearson correlation coefficient statistical methods were used in order to identify the situation of research variables in terms of normal distribution of data. And in order to understand the effects, regression analysis methods were used. Finally, in order to do all these analyses, IBM SPSS Statistics 19.00 statistical software has been used.

• *Evaluation of organizational commitment*

In order to measure organizational commitment, the indicators presented in theoretical foundations of research and also Allen and Meyer organizational commitment questionnaire are used. Allen and Meyer designed organizational commitment questionnaire in 1990. The primary form of this questionnaire was made in 1987. This questionnaire is consisted of 24 items that the respondent should answer it on a Likert scale from strongly disagree to strongly agree. This questionnaire measures three basic dimensions of organizational commitment namely affective commitment (questions 1-8), continuous commitment (9-16) and normative commitment (17-24). Validity is confirmed according to experts, and reliability is equal to 86% by using Cronbach’s alpha.

• *Measuring job satisfaction*

Minnesota’s 19 questions questionnaire is also used in order to measure job satisfaction in 6 dimensions of payment system (questions 1,2,3), type of job (questions 4,5,6,7), opportunities for advancement (questions 8,9,10), organizational climate (questions 11,12), leadership style (questions 13,14,15,16), and physical conditions (questions 17,18,19). It should be noted that the number of questions in the original Minnesota questionnaire is 30 questions that in order to increase the probability of completing the questionnaire, the number of questions was reduced from 30 to 19. Regarding job satisfaction questionnaire, validity was measured formally and reliability was measured as 79% using Cronbach’s alpha.

Table 1, Cronbach’s alpha coefficients for each of the questionnaires

Questionnaire name	Cronbach’s Alpha Coefficient (reliability)
Organizational commitment	86%
Job satisfaction	79%
Total reliability (total mean)	86%

4. Research results

After describing the data obtained from the questionnaires, which is in fact the final opinion of respondents or the study population of the research, in this section the data is analyzed using statistical methods. To do this, firstly we will examine normal distribution of data and significance of the variables. Then, using Pearson correlation test and with the help of multivariate or linear regression, the research hypotheses are tested.

Table 2, data normality test

Variables	Sample statistics	Mean	Skewness		kurtosis	
			Statistics	Standard error	Statistics	Standard error
Job satisfaction	61	117.85	-0.361	0.306	-0.514	0.604
Organizational commitment	61	43.09	-0.445	0.306	949	0.604

In the table above, skewness and kurtosis values are shown in the column. According to the obtained values, data normality test was performed. In order to examine normality of components and their dimensions, Kolmogorov-Smirnov test was used. Kolmogorov-Smirnov normality test was done for all components of the general pattern of the research and in all tests, statistical hypothesis is as follows. Analysis of the data

obtained from data normality test shows that significance values are greater than 0.05. The results can be seen in the table below.

Table 3, test of significance level of research variables

	Job satisfaction	Organizational commitment
Kolmogorov-Smirnov	0.725	0.716
Significance level	0.670	0.561

As can be seen in the table above, since significance level in all components is higher than the error of 0.05, so null hypothesis is concluded, meaning that research components are all normal and using of parametric tests is allowed. Also Z statistic is given in this table. So in the next steps, because the data are quantitative and also normal, parametric tests can be used.

4.1. The results of Pearson correlation test

There is a significant relationship between employees’ organizational commitment and their satisfaction in Isatis Great Complex.

In order to determine presence or absence of relationship between the variables of employee commitment and satisfaction in this study, Pearson correlation test has been used. The results can be seen in Table 4.

Table 4, Matrix of correlation between the variable of employees’ organizational commitment and their satisfaction

Variable		Employee’s commitment	Satisfaction
Employee’s commitment	R	1	
	Sig	-	
	N	61	
Satisfaction	R	0.564	1
	Sig	0.000	-
	N	61	61

The table above shows that $r=0.564$ and significance level is equal to 0.000. Thus, the test is significant at a confidence level of 0.01. In other words, one can say with 90 percent confidence that there is a relationship between the above components.

4.2. Path analysis (fitness of structural model)

Fitness of the model means that how much a model is consistent with the related data. In general, several indicators are used to evaluate fitness of the model, but usually using three to five indexes is sufficient to validate the model. In the table below, you can see the summary of these tests.

Table 5, summary of indicators of fitness of the model in structural equations

Number	Index name	Main criteria of fitness	Optimal value of the statistic
1	RMSEA	Error of sum of squares of mean	Lower than 0.1
2	NFI	Comparison of the considered model with the model without relations	Higher than 0.9
3	NNFI	Comparison of the considered model with the model without relations	Higher than 0.9
4	CFI	Comparative fitness index	Higher than 0.9
5	AGFI	Mean of squares instead of sum of squares in the above model	Higher than 0.8
6	GFI	Evaluation of relative value of variance and covariance	Higher than 0.9

4.3. Fitness of structural model

Table 6, direct and indirect impact of endogenous and exogenous latent variables on each other (regression beta coefficients)

Path direction	Direct effect	Indirect effect	Total effect
From organizational commitment to business management	-	0.22	0.22
From customer satisfaction to business management	-	0.14	0.14

Fitness indicators of the model can be seen in the following table:

Table 7, Fitness indicators of the model

Number	Index name	Main fitness criteria	Optimal value of index	Value of index in the model	result
1	RMSEA	Error of sum of squares of mean	Lower than 0.1	0.060	Optimal
2	NFI	Comparison of the considered model with the model without relations	Higher than 0.9	0.91	Optimal
3	NNFI	Comparison of the considered model with the model without relations	Higher than 0.9	0.94	Optimal
4	CFI	Comparative fitness index	Higher than 0.9	0.95	Optimal
5	AGFI	Mean of squares instead of sum of squares in the above model	Higher than 0.8	0.96	Optimal
6	GFI	Evaluation of relative value of variance and covariance	Higher than 0.9	0.97	Optimal

According to the results obtained from the above table:

The obtained RMSEA index is 0.060 that based on the standard value of <0.1, which is the optimal value of this index, the model is approved in accordance with this index and has a good and favorable fitness in this model. The obtained NFI index is 0.91 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained NNFI index is 0.94 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained CFI index is 0.95 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained GFI index is 0.97 that based on the standard value of >0.9, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model. The obtained AGFI index is 0.96 that based on the standard value of >0.8, which is the optimal value of this index, the model is approved in accordance with this index and has a very good fitness in this model.

Discussion and conclusion

In order to test the research hypothesis, after collecting the data and entering it in software, using Pearson correlation test, the answers were tested and evaluated. The obtained results show that there is a strong and positive relationship between two variables of commitment and satisfaction of employees. So, the result of this hypothesis, in comparison with previous studies in the studied area, is only consistent in one case with the study by Ansari et al. (2010).

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