



The relationship between job satisfaction and organizational commitment among the staffs of the youth and the sport department in Charmahal & Bakhtiari

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ABSTRACT

In order to investigate the relationship between job satisfaction and its relation with organizational commitment of the staffs of the youth and sport office in Charmahal & Bakhtiari, 150 staffs in this office were selected as the samples. To collect data, there were used the job satisfaction questionnaires (Brown and Pierson, 1993) and the organizational commitment questionnaires (Allen and Mayer, 1991) by a descriptive- correlation survey. To analyze data, there were used descriptive- deduction statistics of the factor analysis (Pearson correlation coefficient). Due to survey results, all components of the job satisfaction such as supervision 0.774, work 0.896, salary 0.753, upgrades 0.826 and general satisfaction 0.848 affect on the organizational commitment. There is some meaningful and direct relation between job satisfaction and its aspects with the organizational commitment. These results of this study, as other surveys, showed that the lack of the job satisfaction in every office causes forming non commitment toward the organization. The managers should be ensured about the job satisfaction among staffs in order to prevent some internal problems in the organizations.

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Introduction

The job satisfaction is one of main factors and should be attended in the economical development. Job satisfaction is also one of the important elements in job success and causes increasing efficiency, proficiency and individual satisfaction (Shafii Abadi, 2002). The job satisfaction is a kind of positive and gracious sense resulted by individual assessment from the job or occupational experience (Rolinson, told by Saeed Ghoreishi, 2012). Robinnis and Coulter in 1996 resulted that the job satisfaction is a general attitude of a staff to his job (Rahimnia and Hoshyar, 2010).

The attitudes are important in working because affect on work behavior directly and indirectly. In these attitudes, the job satisfaction has a special importance. It determines many organizational variables. Several surveys show the job satisfaction is an important element to increase productivity, the sympathy of the staffs to the organization, the interest of the staffs to work environment, the increase of quality and quantity in work environment, the establishment of good and human relations in work environment, the establishment of correct relations, raising the desire to work. The manager should pay attention to the job satisfaction of staffs due to three reasons: first of all, there may be a kind of relation between the job satisfaction and productivity. Second, the job satisfaction has an inverse relation with the withdrawal and the absence. Finally, the managers have human responsibilities and should provide some occupational challengeable opportunities for their staffs with inner gratuity. Also, the management in line with right decision- making and the prevention of staffs' problems need information about the job satisfaction of staffs. On the one hand, due to survey's relative simplicity, it is a popular survey. On the other hand, in many theories related to organizational phenomena such as nature of work, supervision and work

environment, the job performances cause continuing activities and staffs' health. Therefore, the job satisfaction is considered as an occupational reaction that has a special importance (Ghoreishi, 2012).

The job satisfaction makes protecting experts and specialists and saving the attitudes of persons to their jobs and organizations which work in. The continuum changes and environmental dynamics and the complexities of delivering services in unsteady environments need satisfied, skilful and motivated staffs for organizations. According to the theory of Lambert and et al, the investigation of positions and the effects of the job satisfaction are very important. Also, the perception of associations and related results with the job satisfaction are important for the researchers and organizations (Frone, Russell, Cooper, Judge, 1994, Watanabi, 1993, Organ, Ryan, 1995).

One of the indicators to evaluate the amount of superiority of organizations is the numbers of staffs employed in those organizations and their commitments and allegiances cause to accomplish the duties with higher quality. This matter will increase the organization's productivity and efficiency. In contrast, indifferent staffs without any responsibility in the organization transfer this attitude to others and cause to decrease the performances of staffs and the organization qualitatively and quantitatively (Nahir, Ebadi, Tophighi, Karimi Zarchi, Honarvar, 2010).

The organizational commitment causes to form the motivation and the job satisfaction among the staffs and the human resource managers can improve organizational goals with the organizational commitment and order some ways to develop the organization (Mc Murray, Scott, Pace, 2004). In addition, the organizational commitment is one of tangible effective factors on the performances of the staffs because loyal human forces which are compatible to organizational goals and

values act at higher levels of occupational duties. Being such forces in each organization lead to increase the performance levels and decrease the amount of absence, deferment and any shortcoming in working relation. Such human forces can show the position of the organization creditably and provide some ideal fields for the growth and the development of the organization (Bordbar & Mansouri, 2009).

To be success any organization, it is interested to increase employees and staffs which are commitment to the organization and its goals. (Freund, Karmeli, 2004). If the organization can shape these loyalty and commitment among the majority of staffs, they are able to achieve its goals more likely and increase their overall performances. The staffs and employees, whom are commitment to their activities in working relations are less interested in career change and have higher performance levels (Stup, told by Ghamari, 2011).

Unlike, dissatisfied human forces with low institutional belonging lead to affect negative traces on the goals of the organization. Therefore, the investigation of the organizational commitment and the job satisfaction can be suitable surveys in organizational behavior science. Increasing the coefficient of the job satisfaction and the organizational commitment has an important role in achieving the goals of the organization. The staffs who feel more unequal have lower job satisfaction than others. Such a perception decreases the performances of staffs (Mohammadian, Eskandari, Mahdavi, Hoseini Nejad, 2010).

Job satisfaction is a factor leads to improve the performance and personal satisfaction. Each client wants to increase the job satisfaction among his employees. This matter is important because most people spend half of awakening time in their workplace. Then, the job satisfaction is a phenomenon that its results are not limited to the organization and even related to persons' private lives. The surveys have showed that satisfied staffs are healthier and have longer life. When someone is satisfied by his job, he is committed to his organization and has lower absenteeism and replacement rates. This matter can decrease the expenditures of the organization and increase its efficiency. By reinforcing some factors related to the job satisfaction and the organizational commitment, the proficiency and effectiveness of the organization will increase and finally leads to high productivity in the organization (Mohammadian et al, 2010).

One of the reasons that show the importance of the investigation and studying of the organizational commitment is some organizations with staffs at high organizational commitment have higher performance and lower absence and delay than others and in many cases, the organizations need to those who act beyond their duties to benefit the organization (Nahrir and et al, 2010). Also, the organization commitment as an attitude considers leaving the staffs even better than the job satisfaction and predicts it. Although the job satisfaction and the organizational commitment are associated to each other but they are different and have some special importance. If they are evaluated jointly in a organization, they can provide a basis for making decision of human managers on programming, attraction, saving human forces and decreasing some costs resulted by staffs' leaving duties. The organizational commitment is a kind of the organizational attitude that is generally considered as an identity with a particular organizational (Mohammadian and et al, 2010). If a organization want to achieve completely its goals with a clear mission, ideal strategies, organizational efficient structures and designing suitable job; it needs committed and powerful human forces. Mariama and et al believed the commitment is some tendency to do continuous activity in order to save capitals and assets and

leaving these activities lead to destroy those capitals and assets. Due to this definition, the commitment to the organization is for the sake of organizational benefits and the continuous activities of staffs and their commitment are increased by the lack of other occupational opportunities (Karash, Spector, 2001).

Mayer and Allen investigated the organizational commitment based on three aspects: 1- Emotional or sentimental commitment that is related to staffs' emotional dependence to identify personality with the organization and participate in organizational activities with positive senses. The committed staffs with powerful senses stay in the organization because they want to stay in the organization. 2- Continuous commitment is some value-based commitment to the organization because the staffs are shared in organizational life. In this aspect, the loyalty staffs need to stay in the organization. 3- Normative commitment that is related to senses of staffs to stay in the organization. The normative staffs with high commitment stay in the organization (Mohammadian, 2010). The organizational commitment is important for the researchers and the organization because they want to save powerful work forces. The Formation of the organizational commitment needs organizational and environmental different factors. It is a regular commitment required some different parts in the organization such as job models, leadership methods and organizational structure (Hashemi, 2010). Andrew, Kim, Mahooni and Homes investigated the relationship between organizational justice, the job satisfaction, organizational commitment and organizational citizen attitude among athlete students. The results showed by increasing the justice perception, the satisfaction and commitment among the athlete students increase (Moharam Zadeh). Due to structural problems in the sport organization such as the sport and the youth departments in provinces of Iran, the researcher decides to investigate the relationship between organizational justice aspects to the organizational commitment in this survey.

Methodology

This methodology is a descriptive-correlation research. The statistical population in this research includes 74 managers and 76 experts from the youth and the sport department of Charmahal and Bakhtiari Province. Because of low statistical population (150 persons), all of them were selected as samples for the census. The determination tools of the research variable are: 1- the questionnaire of the researcher included personal characteristics of staffs (gender, age, married, certification and the service background). 2- The questionnaire of the job satisfaction (Brown and Pierson, 1993). The job satisfaction has several aspects such as supervision, working, payment, success opportunities, cooperators and customers (Brown and Peterson, 1993). In this survey, the job satisfaction was investigated uniformly into 3 questions on a likert scale 5 (completely opposed=1; completely agreed=5) and a revised copy from the survey of Egan and et al (2004). Cronbach Spectrometer, in this survey, was D. J. 94%. In order to ensure from the result in this statistical population, there was determined again the content-nominal justifiability by skilled experts, workforce justifiability by emphatic factor analysis and its perpetuity by Cronbach spectrometer coefficient method. 3- The organizational commitment questionnaire that used Allen and Mir standard questionnaire (1991). This questionnaire determined 3 organizational commitment components with 24 questions (sentimental commitment with 8 questions, continuous commitment with 8 questions and normative commitment with 8 questions) and considered in a 5 scale spectrometer (completely agreed or completely opposed) based on Likert scale.

Table 1: General and population characteristics of the staffs in Charmahad and Bakhtiari youth and the sport department

variable	group	number	%
gender	Woman	98	65.3
	man	52	34.7
age	Below 30	52	34.7
	31-40	48	32
	41-50	50	23.3
education	Diploma	5	3.3
	Under graduate	73	48.7
	Graduate (BA)	46	30.7
	MA	26	17.3
Married status	Married	49	32.7
	single	101	67.3
Occupational status	Manager	68	45.3
	expert	104	54.7
Working background	1-5 years	61	40.7
	6-10 years	65	43.3
	11-15 years	24	16
Recruitment status	contract	12	8
	Tentative	32	21.3
	Tentative official	64	42.7
	Contract official	42	28

Table 2: the correlation matrix between the job satisfaction and the organizational commitment

statistics of the test		Job satisfaction	Organizational commitment	General satisfaction	Satisfaction from working	Satisfaction from supervisor	Satisfaction from promotions	Satisfaction from salary
Job satisfaction	Pierson	1	0.743	0.848	0.896	0.744	0.826	0.753
	meaningful	-	0.000	0.000	0.000	0.000	0.000	0.000
	Covariance	168.59	122.27	37.16	37.21	23.74	30.02	30.45
	Mean	21.28	15.86	15.96	16.26	15.26	81.21	84.64
	Criterion digression	3.37	3.20	3.35	2.74	3.11	12.66	12.98
Organizational commitment	Pierson	0.743	1	0.521	0.570	0.425	0.796	0.774
	meaningful	0.000	-	0.000	0.000	0.000	0.000	0.000
	Covariance	122.27	160.51	22.27	23.12	18.8	28.24	30.54
	Mean	21.28	15.86	15.96	16.26	15.26	81.21	84.64
	Criterion digression	3.37	3.20	3.35	2.79	3.11	12.66	12.98

Table 3: The summary of statistics in the regression model of the survey

model	Correlation coefficient (r)	Determination coefficient (r ²)	Corrected determination coefficient	Standard deviation of corrected determination coefficient
1	0.743	0.53	0.549	8.71

Table 4: The regression coefficients of the survey

model	The regression coefficients that are not standard			The statistics of test T	Meaningfulness P
	The assessment of model parameters	The assessment of standard deviation (s)	Standard coefficients (B)		
Commitment of width from offspring(constant)	14.96	3.81	-	3.92	0.001
Job satisfaction	0.725	0.054	0.743	13.51	0.001
General satisfaction	0.34	0.26	0.09	1.28	0.20
Satisfaction from working	0.55-	0.34	0.14-	1.80-	0.07
Satisfaction from supervisor	0.17	0.22	0.04	0.80	0.42
Satisfaction from promotions	2.16	0.30	0.47	7.09	0.001
Satisfaction from salary	1.94	0.21	0.47	7.35	0.001

In Iran, this questionnaire was used by researchers and reported Cronbach spectrometer coefficient for sentimental, continuous and normative scales 0.85, 0.79, 0.84, respectively.

There was determined the content- nominal justifiability by skilled experts, workforce justifiability by emphatic- detection factor analysis and its perpetuity by Cronbach spectrometer coefficient method. The results of emphatic- detection factor analysis for the job satisfaction scale (KB=..., KMO=..., df=..., P=...) and the organizational commitment (KB=..., KMO=..., df=..., P=...) were meaningful. The amounts of emphatic factor analysis for the organizational commitment scale were obtained (P=..., df=..., AGFI=...). Also, there was used Cronbach spectrometer coefficient to determine perpetuity. The results were ($\alpha=0.92$) for job satisfaction questionnaires and ($\alpha=0.82$) for the organizational commitment. Cronbach spectrometer coefficient for the job satisfaction questionnaire was 0.92 and for the organizational commitment was 0.892. It shows high perpetuity in these questionnaires.

In order to organize and summarize data from descriptive and deductive statistics from the emphatic- detection factor analysis and investigate workforce justifiability, there was used multi correlation test to determine the relationship between the job satisfaction variable in the adult and the sport department with the organizational commitment and used multi variable regression to determine the amount of the prognosis variable (job satisfaction) and criterion variable (organizational commitment). Also, there was used statistical software LISREL, version 8.52 and SPSS, version 20 to analyze data.

Findings

Table 1 shows the general characteristics of the staffs in Charmahal and Bakhtiari youth and the sport department and the population characteristics

There was used Pierson correlation test to investigate the relationship between the job satisfaction and its aspects with the organizational commitment. Statistical results are shown in table 2.

The results of the table 2 show there is a meaningful relation between the job satisfaction and its aspects with the organizational commitment in the level $P<0.05$. Therefore, the hypothesis 0 due to the lack of relation between the job satisfaction and its aspects with the organizational commitment is no agreeable. In another words, there is a meaningful and direct relation between the job satisfaction and its aspects with the organizational commitment. This means if the youth and the sport department in Charmahal and Bakhtiari Province provide the job satisfaction among the staffs, the organizational commitment of the staffs increase. Due to the table and variance analysis test with freedom degree (5, 144) with the meaningful level (0.001) and the comparison this level, it concluded the hypothesis 0 due to the lack of relation between the job satisfaction and its aspects with the organizational commitment is no agreeable. In another words, there is a meaningful and direct relation between the job satisfaction and its aspects with the organizational commitment.

The determination coefficient shows a common variance between two variables. In another words, 53% of changes related to the organizational commitment variable are foreseeable by using of job satisfaction.

In table 3, the determination coefficient showed 53% of changes related to the organizational commitment variable among the staffs of the youth and the sport department in Charmahal and Bakhtiari Province are foreseeable by using of job satisfaction components.

The results of table 4 and multi variable regression test by way of simultaneous data and the foreseeing the organizational

commitment on job satisfaction components among the staffs of the youth and the sport department in Charmahal and Bakhtiari Province showed, due to beta amount in the level ($P<0.05$), there was a meaningful relation between the satisfaction from the salary and the satisfaction from the promotions. Therefore, these components can foresee the organizational commitment but other components can not foresee the organizational commitment.

Discussion and conclusion

As a whole, we can conclude as other surveys, there is a direct and meaningful relation between the organizational commitment and the job satisfaction. It means that if an organization acts its comments well to the staffs, the job satisfaction increases. The results of this survey are compatible with the results of other surveys. Kohen (1992), Alnejar (1996), Al Ameri (2000) realized there is a kind of correlation between the job satisfaction and the organizational commitment. Also the results of surveys of Tamlinson and Jankings (1992) showed the attention to the kinds of commitments can maximize the job satisfaction (Hoseini and et al, 2012).

Mayer & Alen (1997) and Kolin (2003) resulted there is a positive relation between the organizational commitment and the job satisfaction. Williams & Heads, told by Bidokhti and et al (2007), resulted that there is a kind of relation between the organizational commitment and the job satisfaction and the job satisfaction is the prerequisite of the organizational commitment (Mohammad Ghanbari, 2010). These findings are compatible to this survey and related to the statistical population because the staffs, by increasing their ages, think further to secure the expenditures of their families and show less their commitment to the organization.

Ross & McNili (1995) investigated the relation between the organizational commitment and the job satisfaction by using of the experiences, ages and performances regulators and resulted there is a relation between the organizational commitment and the job satisfaction. Also, the results of surveys showed three aspects of the job satisfaction can foresee the organizational commitment. These three aspects are: policies, rewards and workrelationship. The results of surveys of McKermic, among librarians, showed there is a positive relation between the organizational commitment and the job satisfaction. Also, the surveys of Rilli showed there is a positive relation between the organizational commitment and the job satisfaction but there is not found any relation between continuous commitment and the job satisfaction (Mohammad Ghamari, 2010). One of the reasons this meaningful relation is some norms between them. It means that some persons like showing positive reaction toward other persons whom help them; therefore, if a person thinks the organization has a human behavior, he or she may want to compensate their duties ideally. Also, the staffs first feel satisfaction when see the justice in the organization and then act their duties and commitments.

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