

The Investigation of Influential Factors on Job Commitment in the Official Organizations

Parviz Saeidi ^{1*}, Masoume Mesgari ² and Hossein Eslami Mofid Abadi ³

1- Department of Accounting and Management, Ali Abad katoul Branch, Islamic Azad University, Ali Abad
Katoul, Iran

2- M. A in History and Islamic Civilization

3- Department of Management, Science and Research Branch, Islamic Azad University, Semnan, Iran

Corresponding author Email : Dr.parvizsaeedi@yahoo.com

ABSTRACT: The present article is part of the research “The Investigation of Influential factors on Job commitment in official organizations of Golestan province” that was carried by the authors in 2009-2012 according to measuring method. To the influential factors on employees’ job commitment’ the researchers distributed questionairs among of some 275 employees in Golestan province and they were analyzed considering five hypotheses. Binomial test was used to accept or reject the hypotheses because the distribution was not normal. In this research meeting economic life needs, continuous specialized teaching , continuous belief teaching, job characteristics and organizational characteristics are considered as independent variables and job commitment as dependent variable. Hence, the analysis of data indicate that, there are a significant relationships between Influential factors on Job Commitment in official organizations. and since p-value is lower, than all hypothesis is also accepted.

Keywords: Job commitment; Job Responsibility; Employees; Official organizations; Evaluation of the performance.

INTRODUCTION

The traditional production elements including raw materials, labor force and money have material qualities mostly (Burton-Jones, 1999: 3). However, value of goods and services are increasingly being obtained from intangible assets and production processes based on knowledge (Ehin, 2000: 5). It can be said that knowledge has become one of the basic requirements of international success together with the shift from the era of industry to the era of information (Martinez-Torres, 2006: 617).

Drucker who says that production elements like labor, capital or natural resources have already fallen to the second place because they are so easily accessible (1993: 69), also says that the single source in our times is knowledge. Nonaka (1999: 30) however, says that, “in an economy, in which the only certain thing is uncertainty, the most reliable source of competitive advantage is knowledge”. Furthermore, Stewart (2001: 5-6) emphasizes the importance of knowledge by saying that knowledge covers everything we sell, buy and do, and knowledge and information is placed in every product we used. (ZORLU, Kürşad., 2010., :107-130).

The first and the most significant part of any organization is humans that indicate their expectations of the organization according to their different characteristics, motivations, skills and educations.

In any organization, a lot of experts, skilled persons and semi –skilled person work and play significant role in services. These people join the organization with different purposes and for meeting their needs. Among these purposes, the most important ones include meeting economic and financial needs, guaranteeing life security, in other words, taking physical and mental calmness and generally speaking, meeting economic and spiritual needs.

Considering the mentioned factors, you can see some in the organizations that are highly effective while they don't consider their financial interest and it is more related to their moral sense that is not tangible. What you study work from the commitment perspective, you can pay attention to all of the variables that are effective in a way in creating , expanding motivation and interest in job and playing attention its quality and quantity from the person's perspective.

Above all, culture and social contexts such as religious family context can be of the greatest influence than other factors. Because any factor becomes meaningful in its culture and context.

In social process, attitudes, beliefs , values and social norms become internalized in people gradually and create the personal commitment that is a valuable moral subject and make permanent activity and improve motivation , activity end our endeavor.

From Islam perspective, work is valuable when it accompanies the purpose " Niyyat " that is the base of pray has two foundations : First any activity should be done according to purpose. Second it should have divine spiritual motivation, in other words, it should be done for God's satisfaction.

According to this perspective, any person should consider commitment in his behavior and activity no matter what beliefs he has and where he works. And the excellent presentation of job commitment is self actualization and loving job.

In discussion on " Job commitment ", one variable is more important than other and it is " the culture of work ". If according to " parsons "(1988,82) definition, we define behavior and job commitment as a kind of positive attitude to work that exists in people through socialization and supervising of the organization, the culture of job refers to principles and rules and innate moral measures that improve sound behavior and work among the people.

In furnham's opinion(1990,16) , job commitment and diligence includes personal and organizational commitment and its most ideal one emerges in religious zeal and national pride and is an indicative factor in social life and fate of country.

Employing the human force also entails the condition that this force should have enough knowledge, expertise, commitment and interest in work and creativity and should endeavor to create and produce.

The purposes of the Research:

The main purpose of the present research is finding the influential factors on employees' job commitment in organizations of Golestan province. So doing, three subordinate purposes are elaborated as follows:

Theoretical purposes: finding influential factors in job commitment from theoretical perspective in order to expand scientific dimation of the researches and increase knowledge.

Applied purposes: Finding influential factors on employees' job commitment in official organizations that improve their efficacy.

Economic purposes: including:

Finding influential factors on job commitment of the managers of the offices and organizations in Golestan province.

Finding also influential factors on job commitment of male and female employees of offices and state organizations.

Significance of the study:

The subject is of particular significance from three perspectives:

1. From Organization's perspective. The existence of job commitment in organizations increase work improvements and as a result increase interest and efficacy in the organization.
2. From Employees' and managers' perspectives: The existence of job commitment as an automatic controlling factor inside the people motivates the employees and they work very well so considering it can make managers 'and employees 'satisfaction.
3. From customer's perspectives: Because of the existence of job commitment customers can take their services in the shortest period of time and decrease wasting of time. Accordingly consumers of services in state organizations are respected and receive their services with better quality.

Review of Literature:

Organizational commitment is a psychological construct that has been described and operationalized for more than a decade. Meyer and Herscovitch (2002) broadly defined commitment as a force that guides a course of action towards one or more targets. It has been theorized that commitment is a multidimensional construct and that

the antecedents, correlates, and consequences of commitment vary across dimensions (Meyer, Stanley, Herscovitch, & Topolnytsky, 2001).

A widely used model of organizational commitment as a multidimensional construct is Meyer and Allen's (1993) Three-Component Model of Commitment. This model refers to the three forms of commitment as affective, continuance, and normative commitment (Meyer, Allen, & Smith 1993). Affective commitment is explained as an emotional attachment to the organization. Continuance commitment is explained by the perceived costs associated with leaving the organization. Normative commitment refers to the perceived obligation to remain in the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2001).

The target of most interest to researchers has historically been employee retention (Mobley, Griffeth, Hand, & Meglino, 1979). It has been suggested that employees who exhibit both high organizational commitment and high job involvement should be least likely to leave the organization and employees with low levels of organizational commitment and job involvement should be the most likely to leave the organization voluntarily (Huselid & Day, 1991).

Organization commitment is defined as a psychological state that is representative of an employee's relationship with the organization, and influences the employee's decision to remain employed at a particular organization (Meyer & Allen, 1993). Operationalized measures of the three-component commitment model have been shown to predict many important organization outcomes such as task performance, contextual performance, and job satisfaction (Meyer et al., 2001; Herscovitch & Meyer, 2002; LePine et al., 2002; Meyer et al., 1990).

Most commonly, elements of contextual performance have been operationalized in the form of organizational citizenship behaviors (OCBs). Organizational citizenship behavior has been a focus for many organizations because many managers claim to base decisions and formulate perceptions about employees based on OCBs (LePine, Erez, & Johnson, 2002). Researchers have broadly defined OCB as a behavior that is discretionary, or not formally recognized by a reward system, that can promote the functioning of the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Recent studies have redefined OCBs more specifically as behaviors that contribute to or enhance the social and psychological context that supports task performance (LePine, Erez, & Johnson, 2002). Further research has concluded that there are several types of organizational citizenship behaviors. Williams and Anderson (1991) broke OCBs down into three categories. These include positive behaviors directed toward co-workers (OCBI), behaviors directed at organizational enhancement (OCBO), and in-role behaviors (IRBs) directed toward task performance (Williams and Anderson, 1991).

This measure is designed to help determine if commitment has similar positive effects. The researchers will be able to determine if scores on task commitment are related to specific organizational outcomes. In addition, this measure will allow researchers to determine what outcomes are associated with increased levels of task commitment. This measure will be compared to various existing operationalized commitment measures such as the Organizational Commitment Questionnaire (OCQ) and a career commitment inventory to determine if task commitment explains more outcome variance for labor-intensive jobs. It has been shown that organizational commitment is generalizable across many occupations, but none of those occupations assessed were highly labor intensive (Irving, Coleman, & Cooper, 1997).

Job commitment is a quality or manner that under specific conditions manifests itself among people in the society because of different reasons – and people strive to do their duties with supreme responsibility and exactly in the best manner. In other words, job commitment is an internal need that leads person to creative purposeful endeavor and as a result gives him a sense of quiet and usefulness.

You pay attention to some moral matters when you want to evaluate people in the society. Among different moral matters in behavior, human commitment is the most important one. Although commitment of people is evaluated by other, it can evaluate its owner. According to these understandings, some scholars and experts believe that human owns two kinds of commitment: a psychological commitment and a moral commitment. They define these two commitments as follows. "Psychological commitment or logical commitment is the ability that perceives mental and spiritual characteristics through studying and elaborating on internal side of people but moral commitment is the ability that not only understands internal manners but also identifies the value of other's work. Job commitment or behavior has been elaborated in the span of history of mankind. Interest in job behavior in organizations has thousands year precedence.

Organizational Commitment

Organizational commitment is adoption of organizational objectives by the employees, having activities for the achievement of such objectives, exerting efforts for the success of the business place and maintaining the decision for continuing in the same business place (Drummond, 2000). In this frame, it can be said that productivity level is

high and commitment for organizational purposes is increased in businesses that organizational commitment is high. Again, it can be suggested that organizational commitment and job satisfaction or issues like resignation or stress are related (Balay, 2000: 93-94). However, in organizations that bad management, unsatisfactory working environment, irrelevant problems or wrong diagnoses prevail, ensuring the happiness of employees and the required commitment levels is extremely difficult (Lipinskiene, 2008: 282).

However, when individual characteristics and effects of the working environment are taken into consideration, only general evaluations can be made for these factors (Özdevecioğlu, 2003: 115-116).

While researchers divided the organizational commitment as emotional commitment and continuance commitment initially, Meyer and Allen (1991) divide the organizational commitment types into three supplementary types. These are the Affective Commitment, the Continuance Commitment and the Normative Commitment. According to Meyer and Allen, all the three commitment types can be realized in varying levels and intensity for the employees (Kaya and Selçuk 2007: 179; Lipinskiene, 2008: 285).

Affective Commitment

Affective Commitment is the process of making the decision to stay in the organization according to their wishes and sentimental world. Under affective commitment, employees believe and adopt the objectives of the business place and have an affective loyalty for the business beyond meeting their certain needs (Balay, 2000: 21). In the study of Meyer and Allen (1997) following several studies in the literature, it is stated that affective commitment element can be an issue related to the organizational structure, work experience and personnel characteristics in general. For example, effects of being the organizational management is central, period of working in the business and mental or demographic variables are being emphasized. However, despite everything, continuance of this relationship in the same level and intensity is not possible.

Continuance Commitment

Continuance commitment is a type of commitment including the decision by considering the cost and possible expenses brought upon the organization by the idea of leaving job (Meyer and Allen, 1997: 11). What is important in continuance commitment is the creation of incumbency of staying in or leaving the organization according to the efforts that should be taken into consideration under the scope of the period spent in the organization and time and efforts exerted. What is the basis in the continuance commitment, which is also called the rational commitment, is the position of the business against a potential decision of leaving (Boylu et al., 2007: 58).

Normative Commitment

In the frame of normative commitment, sense of responsibility in a high level and necessity of staying in the business is expected in the decision of employees not leaving the business (Meyer and Allen: 1997: 11) Here, requirements loyalty of the individual acquired in the society or in the process of socializing and the requirement of thinking moralistically comes to front rather than organizational interests as in continuance commitment. Approaches like "it has to be like this", "this is what is true" comes to the surface in the normative commitment (Çöl and Ardiç 2008: 160).

Teaching job behavior through specialized and belief Teaching

Conditions and organizational characteristics such as "multidimensional relations, employee's meeting with the manager , mutual understanding between the manager and the employees, evaluation of the performance, managers' welcome to creative suggests and new ideas of the employees, existence of reward and punishment system based on the evaluation. Conomic needs organizational culture, values and norms related to a post in the organization. Type of job in the organization Personal motivations and people's religious beliefs. Kind of management and its relation with the employees.

A Model to Illustrate the Antecedents of Retention

Veldsman (2003) proposed a model to explain the relationship of various factors that affect the propensity of an employee to stay or leave an organization. This model is given in Figure1.

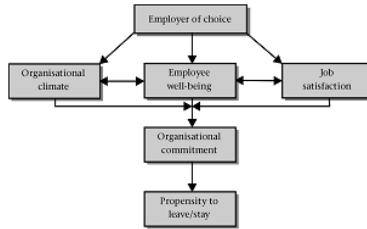


Figure 1. Veldman's employee commitment model

According to Figure 1 an individual in the first instance has certain views regarding his/her organization as an Employer of Choice (EoC) which affects his/her decision to join and stay with the company. The propensity to stay or to leave is further affected by Organizational climate and culture, Job Satisfaction, and Employee Well-being. Organizational Climate and culture reflects how the individual engages with the macro work setting. Job Satisfaction indicates the micro (or immediate) work setting engagement of the employee. Employee Wellbeing is situated between Organizational Climate and Job Satisfaction. This positioning indicates the positive and/or negative responses of the employee to his/her total work setting, i.e. the macro and micro work settings, which is reflective of his/her internal experiences of his/her work engagement. (Kotze , K., Roodt ,G.,2005,pp: 48-55).

Background of Research

Some clear instructions for constructing Job systems can be found in the Bible. They can also be found in the writings of ancient Egypt. They existing the Chinese culture too.

Research on culture and job behavior and job commitment do not have long literature in Iran and there is not much research on it.

Most of the studies and researches on commitments have been titled as behavior or spirit of job and there is also little research on job commitment in western countries. Although management has been a subject to academic studying more than one century, the subject has not been studied regularly and systematically. It is because of the fact that westerns consider job commitment an axiomatic matter and pre – requisite to job, so it doesn't need any research and empirical study.

Davis and Strom, in their book "Human Behavior at work"(1961,78-80) talk about job behavior and its origin:" for a long time , culture of the most Eastern globe considered work as a pleasant completing endeavor. This perspective is strong in some parts of Asia, particularly Japan. Job behavior means that people know work as a central favorite purpose in life. They like working and take satisfaction out of it.

Generally speaking, regarding theoretical basis of job commitment, theoreticians and researches of management , different socialists and psychologists have written different books that are presented briefly in the following table. Scholars and theoreticians' perspectives regarding Job behavior and Commitment.

E. Durkheim (1917) Job commitment is considered a social fact rather a personal matter and in spite of we are opinion, he believes that job commitment originates from the cultural social structures outside not from the inside of the person.

Parsons (1966, 1974) Job commitment is a kind of positive perspective toward work that is made by socializing and supervising of the organization. Therefore, job commitment refers to how much people pay attention to norms of job roles.

A. Kormen (1971) Job commitment has been the subject to study in the span of man history in different ways. Some instructions can be found in this regard in the Bible and the writings of ancient Egypt.

R. Stile(1972) He believes that some variables such as meeting the needs, experience , people's satisfaction, the amount of achievement of identified purposes and better decision to solve job and organizational problems can lead to positive perspective in evaluation of organizations and increase job commitment.

Lipset job behavior is an ancient story that in the history organizations complained why their employees didn't work hard and well.

K.Davis and Job commitment means that people consider job as J.strom a central love and a favorite purpose in life. They should love work and howe, high commitment to organization and its purposes.

D. Mccle Land He suggests the method of infecting employees with mentalvirus (N – Ach) with the need of success to make them work well and have job commitment

A.Maslo He believes that people look at the organization from their own met needs. So, besides recognizing level of people's needs in the hiararchy of needs, the managers should should consider it for motivating them.

W. Kill & T. Gawa In a comparative study, they elaborated on the workers' perspectives in Industrial contexts in U.S.A and Japan and concluded that Japanese workers are more keen on doing their work while American workers are not So.

10) Socialists Such as Socialists investigated Job Durkheim & Parsons:

Commitment at two levels: macro level and Micro level. At macro level, the relation between Job commitment and macro Social system is investigated and at micro level, the more emphasis is on the key concept of role and subjects related to it such as supervision of the organization, rewards Socialization and organizational culture are discussed.

Michel: He belie that job commitment is learnable. And he elaborates it from three perspectives including cooperation in making decision, founding the reward system and Socialization of the organization.

Lerner & Mccle Land considering reconstructing man according to psychological and Sociopsychological theories regarding job commitment, key try to show that spiritual change, motivation and need of success play important roles in Social changes and development.

Frank Lin In his opinion, job behavior consist of some moral principles such as need of having job, having diligence, continuous searching for Legal business and not wasting the time.

M.M. Grunberg He believes that those who are content with their family lives, their jobs and other things not only evaluate their own organization better but also have higher job commitment.

Ralph, Armical and Robinson (1989), They state that there are four mechanisms that make people cooperate in organization and create a sense of responsibility in them toward their performance and their organization. These mechanisms are as follows. Cooperation in making decision. Management as a practical subject Having of information about other people Reward systems.

S.Rabins(1989) He believes that there is a process of balance between the person and the organization. The process of socialization paves the way for changes in the person's beliefs and ideas, willing for adoption of values and norms of the organization. The process makes personal purposes go hand in hand with organizational ones. It has a positive effect on sense of responsibility, job commitment and reduces the intention to leave the organization.

K. Ralph (1984): He states that culture for an organization is like personality for a person. It is a hidden phenomenon that unifies and gives meaning to and motivates people.

T. Li-ping (1998),In his opinion, job behavior is a set of beliefs about work and characteristics of being diligent: individuality: giving value to work as the most valuable way to pass time that exist in the person.

A. Furnham (1990) Job commitment or diligence includes personal and organizational job commitment and its mast excellent kind emerges in religious zeal and national pride. It is an indicative factor in social life.

R. Cole (1990) He concludes that Japanese perspective is the reason of their success in economy and describes their job behavior as a multi dimensional phenomenon. He states that Japanese workers were of great influence in organizational purposes.

D. Weeks (1992)He believes that internal and innate rewards are more effective and useful if they can pave the way for motivation and interest to more endeavor and better performance.

Therefore, based on the sources studied the factors effective on the job commitment can be stated as follows:

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Methods and Variables

The present research is descriptive socio metric study nature and method but applied in purpose. In this research job commitment is the is the dependent variable (y) and independent variables include. meeting economic needs of employees’ lives (x1) The continuous specialized and belief teaching (x2) suitable control system (x3) continuous evaluation system (x4) and method of education (x5) .

Table 1. Conceptual of Model

independent variables	dependent variable (y)
meeting economic needs of employees’ lives (x ₁)	Employees job commitment
The continuous specialized and belief teaching (x ₂)	
suitable control system (x ₃)	
continuous evaluation system (x ₄)	
and method of education (x ₅) .	

Method of Choosing Sample:

Because of the high geographical expansion of the units under study, multi step method was used to choose sample.

According to the method, in the first phase 3 regions of the province were considered as there are a of research and in the second phase some offices were chosen randomly and in the third phase, subjects including managers and employees were chosen. Morgan table was also used to identify the capacity of the sample.

Method of Data Gathering and Measurement Tool:

The researcher gathered information related to factors influencing job commitment of employees and managers using a question a ire. It consists of two kinds of questions including close tests that each test has 5 alternatives.

(Agree completely) Agree, No Idea, Disagree, Disagree completely) and it was distributed among the subjects. Open questions were also constructed to make use of respondants’ suggestions. In order to increase its clarity, the researches first distoihuted the question a ire among some subjects as pilot. Then, question a ire’s problems were discarded. classified sa plying also indicated some homogeneity of the respondents.

Research Hypotheses:

Following hypotheses were taken into account in this research.

1. Some of conditions and organizational characteristics affect employees’ job commitment.
2. meeting employees’ economic needs affects employees’ job commitment.
3. The continuous specialized teaching affects employees’ job commitment.
4. The continuous belief teaching affects employees’ job commitment.
5. Job characteristics

teaching affects of employees' job commitment. In other words, it is hypothesized that job commitment is a dependent variable to some independent variables that is shown in the following formula:
 Job commitment = f (Economic needs, specialized and belief teaching, job characteristics, conditions and organizational characteristics).

Examining Research Hypotheses:

Success ration In Society hypothesis test (p) was used to examine the research hypotheses. The relation $H_0: p < \% 60$ is used for H_0 or Null hypothesis and $H_1: p > \%60$ for H_1 hypothesis or claimed hypothesis. In the above formula, p is the ration under study and error level is %5 and reliability level is %95 .

Table 2. Kolmogorov – Smirnov test
One-Sample Kolmogorov-Smirnov Test

		X ₁	X ₂	X ₃	X ₄	X ₅	Y
N		275	275	275	275	275	275
Normal Parameters ^{a,b}	Mean	119.85	225.28	141.92	82.14	124.25	117.53
	Std. Deviation	66.120	56.5707	20.967	98.830	42.170	45.151
Most Extreme Differences	Absolute	.108	.072	.299	.083	.083	.159
	Positive	.108	.072	.299	.064	.052	.159
	Negative	-.085	-.065	-.196	-.083	-.083	-.109
Kolmogorov-Smirnov Z		.570	.379	1.582	.441	.438	.843
Asymp. Sig. (2-tailed)		.901	.999	.013	.990	.991	.476

a. Test distribution is Normal.
b. Calculated from data.

Since the distribution of data is not normal according to One-Sample Kolmogorov-Smirnov Test, non-parameter Binomial test was used to examine research hypotheses.

Descriptive Analysis.

Descriptive Data Analysis.

In the following you can find the descriptive and analysis of the data gathered out of the questionnaires given to subjects in the tables of Non – parametric test.

Table 3. Gender and percentage of respondents to questionnaire

Total	Femal	Male	Gender
275	62	213	No
%100	%0/7	%77/5	Percentage

Table (4) - Distribution of Age of respondents to questionnaire

Total	over 55	46-55	36-45	25-35	Age
275	2	12	77	184	No
%100	%0/7	%4/4	%28	%66/9	percentage

Table 5. Education level of the respondents

Total	M.A. ph.D	B.A	Post – diploma	Diploma	Under diploma	Degree
275	11	92	59	102	11	No
%110	%4	%33/5	%21/5	%37	%4	Percentage

Table 6. Respondants' Fields

Total	Other Fields	Agriculture	Medicine	Engineering	Social serences	Field
275	37		8	62	160	No
%100	%13/	%2/9	%2/9	%22/5	%58/2	Percentage

Table 7. Respondants' marital status

Total	Single	married	Marital status
275	37	238	No
%100	%13/5	%86/5	Percentage

Table 8. Respondants' answers to question a ires (based up on lickert tichotomy)

Total	No Answer	Quite Disagree	Disagree	No idea	Agree	Quite Agree	Number of hypotheses
%100	—	%4	% 2 . 5	%4.4	%40.7	%48.4	First hypothesis: Some conditions and organizational characteristics are effective on employee's job commitment.
%100	—	%1	% 2 . 9	%3.3	%39.3	%53.5	Second hypothesis: Meeting economic needs and lives of employees have contirbution to improving employees' job commitment
%100	—	%1.1	%5.1	%13.5	%47.3	%33	Third hypothesis: Holding continuous teaching specialized courses affect employees' job commitment.
%100	—	%1.8	%5.8	%17.9	%50.5	% 24	Forth hypothesis: Holding continuous moral teaching courses affect employees' job commitment.
%100	%0.7	%1.5	% 2 . 9	%6.9	% 24	%33.5	Fifth Hypothesis: Job characteristics have effective contribution to improving employees' job commitment.

Table 9. Biniomial Non parametric Test for Research Hypotheses

Accepting or Rejecting the Hypothesis	Amount	Test Ratio	Percentage	Subjects	Hypotheses
Accepting the Hypothesis	%0 1	%60	%10.9	30	First Hypothesis: H 0 : P <%60 H 0 : P > %60
Accepting the Hypothesis	%0 1	%60	%7.3	20	Second Hypothesis: H 0 : P < %60 H 1 : P > %60
Accepting the Hypothesis	%0 1	%60	%19.6	54	Third Hypothesis: H 0 : P < %60 H 1 : P >%60
Accepting the Hypothesis	%0 1	%60	% 25.5	70	Forth Hypothesis: H 0 : P < %60 H 1 : P >%60
Accepting the Hypothesis	%1	%60	%12	33	Fifth Hypothesis: H 0 : P < %60 H 1 : P >%60
	—	—	%88	242	

Table 9. Correlations

		Correlations					
		X1	X2	X3	X4	X5	Y
X1	Pearson Correlation	1	-.188	.029	.172	-.409	.148
	Sig. (2-tailed)		.339	.882	.381	.031	.451
	N	28	28	28	28	28	28
X2	Pearson Correlation	-.188	1	-.161	-.075	-.332	-.076
	Sig. (2-tailed)	.339		.414	.705	.084	.701
	N	28	28	28	28	28	28
X3	Pearson Correlation	.029	-.161	1	.087	-.063	.185
	Sig. (2-tailed)	.882	.414		.659	.750	.346
	N	28	28	28	28	28	28
X4	Pearson Correlation	.172	-.075	.087	1	-.730**	.226
	Sig. (2-tailed)	.381	.705	.659		.000	.249
	N	28	28	28	28	28	28
X5	Pearson Correlation	-.409*	-.332	-.063	-.730**	1	-.141
	Sig. (2-tailed)	.031	.084	.750	.000		.473
	N	28	28	28	28	28	28
Y	Pearson Correlation	.148	-.076	.185	.226	-.141	1
	Sig. (2-tailed)	.451	.701	.346	.249	.473	
	N	28	28	28	28	28	28

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

CONCLUSION

First Hypothesis:

Some conditions and organizational characteristics are effective on employees' job commitment.

The data shows that according to Lickert Scale, %89.11 agreed with this hypothesis and since according to Binomial test, p-value is lower than 5%, this hypothesis is accepted.

Second Hypothesis:

Meeting economic needs and lives of employees have contribution to improving employees' job commitment.

According to Lickert Scale; %92.7 agreed with this hypothesis and since p-value according to Binomial test is lower than 5% this hypothesis is accepted.

Third Hypothesis:

Holding continuous specialized teaching courses affects employees' job commitment.

More than %80.2 of the respondents agreed with this hypothesis and since according to Binomial test p-value is lower than 5%, this hypothesis is accepted.

Fourth Hypothesis:

Holding continuous moral teaching courses affects employees' job commitment. More than %74.5 of the respondents agreed with this hypothesis and since according to Binomial test, p-value is lower than 5%, this hypothesis is accepted.

Fifth Hypothesis:

Job characteristics have effective contribution to improving employees' job commitment. More than %88 agreed and since p-value is lower than 5% this hypothesis is accepted.

Hence, The analysis of the data indicated some findings as follows:

1- According to Likert Scale, about %89.11 of the officials believed that some conditions and organizational characteristic (multidimensional relations, manager's meeting with the employees; mutual understanding of the manager and employees, evaluation of their performance managers' welcome to employee's creative suggestions; the existence of reward and punishment system based upon evaluation) affect employees' job commitment and since p-value is lower than 5%, the above-mentioned hypothesis is accepted.

2-some %92.7 of the employees considered meeting economic needs of the employees effective factors for improving their job commitment. Since p-value is lower than 5% this hypothesis is also accepted.

3- About %88 of the employees considered job characteristics as effective factors to improve staff's job commitment. And again since p-value is lower than 5% this hypothesis is also accepted.

4-Some %80 of the employees stated that holding the continuous courses for specialized teaching can improve their job commitment. Since p-value is lower than 5% this hypothesis is also accepted. 5- About %74.5 of the employees stated that holding the continuous courses for belief teaching can improve their job commitment. And since p-value is lower than 5% this hypothesis is also accepted.

Suggestions:

1. There should be a cooperative atmosphere along with mutual respect among managers and employees and each respects the other's interests and benefits.

2. Providing employees with mental and spiritual calmness by rewarding those who work honestly to meet organizational purposes.

3. Giving chance to employees and obtaining their co-operations in decision making, programming and administrating in order to trust their capabilities.

4. Providing facilities such as: House and consume co-operation; Transportation service; Giving loan for House to make more motivation among them.

5. Creating suitable organizational culture and appropriate specialized and moral teaching that lead to increasing of employees' job spirit.

6. Giving fair salary and reward to employees to increase their motivations and job spirit.

7. Creating suitable organizational space and appropriate dividing of work in the organization can lead to increasing job spirit and affect employees' performance and job commitment.

8. Making job attracting and meaningful according to psychological status and skills of the people can increase job commitment in the organizations.
 9. Creating reward and punishment on time for the employees can increase motivation and affect their job commitment.
 10. Making a suitable evaluation system without individual or group bias can improve employees' performance.
- To sum up, among the managers there is not a consensus about how to improve job commitment. So any of the managers don't use a specific strategy to improve the employees' job commitment and it by itself can lead to severe cultural conflict in the organizations. Therefore, it is necessary to improve this point in the programming for education at different levels of family school, university and even at short teaching courses becomes organizational social comfort are the result of job commitment and endeavor of people in the society. And a society can't provide economic comfort unless it is equipped with culture of producing that its bases are skillful specialized and committed of employees.

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