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**INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL
COMMITMENT AND JOB INVOLVEMENT IN EMPLOYEES IN ORDER TO
PROVIDE AN APPROPRIATE MODEL**

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ABSTRACT

The aim of this study is to investigate the relationship between organizational commitment and job involvement in employees at University of Bushehr. In order to provide an appropriate model. The statistical population of study consists of the staff in administrative, financial, research and educational and training of Bushehr and they were working in respective University branches in 2013. 346 employees are selected by probable random stratified sampling proportional to the sample size. Allen & Meyer's Organizational Commitment Questionnaire (1990) is the measurement tool in this study and consists of 29 items including three dimensions of affective, continuance, and normative commitment as well as Kanungo Job Involvement (1982). The obtained results of multivariate linear regression indicate that there is a relationship between the organizational commitment and its dimensions with employees' job involvement at University of Bushehr.

**Keywords: Organizational commitment, job involvement, University of Applied Science
and Technology**

INTRODUCTION

The concept of job involvement has attracted wide theoretical and empirical attention in recent decades and the interest in the study of job involvement has mainly

focused on the identification of its determinants [7]; [19]; [6]. The relationship of this variable with organizational performance such as turnover, job

satisfaction, and productivity has led to numerous conducted studies on its antecedents and consequences. The relative importance of these two sets of personal and situational variables in explaining the concept of job involvement has been the basis of numerous studies [15]. Atkinson and Litwin (1960, quoted by Litinger [12]) connect the job involvement to achievement motivation. They describe the employees with high job involvement as the goal-oriented ones, while those with lower levels of job involvement are characterized by strong fear of failure. Atkinson and Litwin argue that this theoretical perspective implicitly means that the job involvement is a relatively constant feature which is not affected by the current situation in the work place. This theory recognizes that the involvement may be influenced by the feedback on the performance, but at the same time emphasizes the role of infrastructures and individual talents (e.g. achievement motivation) which are not affected by the real or interventional environment in job. The concept of job involvement was more accurately defined when it was considered as a set of attitudes with emotional and behavioral components that can be influenced by environment. This orientation shows the influence of organizational characteristics on the level

of job involvement. Lodhal and Kejner [13], designed a 20-item questionnaire for measurement of job involvement based their definition of it. They have stated that this scale covers their definitions of job involvement as the "internalization of values associated with the good work and its importance from the individual viewpoint" (p. 24). This definition seeks to connect the initial definition of job involvement regarding that it is a stable attitude for person with this argument under which this concept can be affected by changes in workplace due to its importance for person as an objective in life. This definition approves this point that this value orientation of job is learned from the beginning of socialization process. For instance, Rabinowitz and Hall [19], have pointed out that different dimensions are not clearly defined in this questionnaire. Furthermore, Paullay, Alliger, and Stone-Romero [17], emphasize on the lack of distinction between involvement with current job (job involvement) and overall involvement with job (job orientation). Ultimately, Reeve and Smith [20], argue that the use of a single composite score derived from a multidimensional scale can lead to the inconsistent and inconclusive results. They even believe that some of the items in this scale are inappropriate. Following Lodhal and Kejner [13], other

challenges are raised for theorizing about the job involvement. Kanungo [8], suggests utilizing a motivational framework to study the job involvement. Based on this motivational framework, Kanungo defines the job involvement as "a generalized cognitive state of psychological identification associated with job" as far as it is considered as the main and potential cause of fulfilling the needs and expectations". In other words, the cognitive and emotional dimensions of involvement are excluded from this definition. Kanungo's approach to job involvement emphasizes on the psychological identity and seeks to clarify it conceptually and eliminate the cultural bias associated with self-esteem and intrinsic motivational factors. Despite the broad changes in social and economic systems of the world and new definitions of relationship between the individual and organization, the commitment still makes up the subject of numerous management studies and texts. "Popularity of organizational commitment concept is due to its importance in effectiveness and efficiency of organization". In general, numerous definitions are presented for organizational commitment, but according to the survey by two experts named, "Allen & Meyer", in 1987,[14], on the definition of organizational commitment, it is

determined that each of three definitions of organizational commitment refer to one of three overall issues of "emotional attachment", "understanding the costs" and "sense of duty". The most common way of dealing with organizational commitment is that the organizational commitment can be considered as a kind of emotional attachment to the organization. The definitions presented below refer to this aspect of commitment: "Sheldon" defines the organizational commitment as follows: The organizational commitment is an attitude or orientation which connects the individual identity to the organization. The organizational commitment represents the state in which the employee in the organization introduces himself by his goals and wishes to remain as the member of organization [21]"Porter et al" have defined the organizational commitment as the relative degree of determining the individual identity and his involvement in organization. According to this definition, the organizational commitment includes three factors, namely, the belief in organizational goals and values, willingness to retain as the member of organization, and tendency to put more effort in the organization. These researchers have found that first the organizational commitment has relationship with job satisfaction, absenteeism and turnover, and

then, the more, the organizational commitment is enhanced, the more the absenteeism and turnover are reduced (Karimzadeh, 1999). These three aspects of commitment are also pointed out in another definition of organizational commitment by "White" [2], The commitment has different dimensions offered by experts and has been developed by conducted studies. In general, the results of thinking on organizational commitment can be summarized in two perspectives. These perspectives include: two-dimensional and three-dimensional perspectives.

Three-dimensional perspective of organizational commitment is introduced by "Meyer and Allen". According to this model, the organizational commitment can be classified into three groups, the affective, continuance and normative commitment. In this regard and given a three-dimensional model of organizational commitment by Meyer and Allen, it has been found that there is a significant relationship between any of three components of organizational commitment and the statistical population members' tendency to leave the work (Railway Company) [21].

Affective commitment: it is the most common method of dealing with organizational commitment and a method under which the commitment is considered

as the emotional and mental attachment to the organization and based on this method, the person has high level of commitment to the organization, sees himself with identity along with the organization, involves in works, participate in organization and enjoy the membership in the organization.

"Buchanan" considers the commitment as a sort of emotional attachment and fanatical to the values and goals of an organization and this attachment can be attributed to the individual role for values and goals or to the organization due to the organization itself and apart from its valuable tool.

"Moday" (1992) has considered four characteristics as the factors affecting the affective commitment. These factors include the personal characteristics such as the need for achievement, structural characteristics such as the individual participation in decision-making process, job characteristics such as having a rich and reinforced job, and work experiences which will affect the affective commitment as the result of fulfilled job expectations.

- Continuanace commitment: It is considered as one of the dimensions of commitment and is defined as the commitment based on the costs of turnover. The continuance commitment is one of the most remarkable commitment indexes which justify the commitment in

terms of individual investment in organization. In this type of commitment, there are prerequisites and determinants such as the fear of losing the capital reserves and job opportunities [22].

- Normative Commitment: In this commitment, the individuals consider the continuation and contribution in organization as their obligation to their tasks. According to this view, the commitment is a kind of belief in the individual responsibility in organization. "Wiener" has defined the commitment as a set of internalized normative pressures for doing the tasks in a way that the organizational benefits and objectives are achieved (Karimzadeh, 2009).
- Various classifications are done in the field of organizational commitment; some of them are as follows: The organizational commitment can be classified into two types, active and passive commitment. The active commitment is done based on the knowledge, intelligence and determination, but the passive commitment includes the compulsory mandatory. "Hunt and

Morgan" (1994) have raised the organizational commitment at both micro and macro levels. The commitment at the micro level refers to the commitment to specific organizational groups including the work groups, supervisors and senior management, and the commitment at the macro level is defined as the commitment to the organization as a system or set [16]. Lawler and Hall [11], obtained interesting results by study and implementation of survey on 291 professors and researchers at universities. According to their survey, they investigated the indices, namely, the job satisfaction, job involvement, intrinsic motivation, and job-related characteristics such as level of job control, job consistency with studied subjects' skills, their influence on the workplace, job challenges, and receiving the feedback on the performance. The results indicated that the job satisfaction, job involvement, and intrinsic motivation were independent of each other in terms of factors and were the distinct variables. They found that the creativity, influence, freedom of action, and the consistence of skills

with job were related to the job involvement. These authors have concluded that these job characteristics may lead to more job involvement in employees. According to the results of this study, these authors have amended their definition of job involvement as follows: "The job involvement may be considered as the individual's perception of the overall work status as an important part of his life" [11], They have defined the intrinsic motivation as a degree to which the individual self-esteem needs depend on the job performance. Lawler and Hall have suggested that since there is a significant relationship between job characteristics and involvement, the level of job involvement may be the result of interaction between the features which the person bring to the organization and the job characteristics. By literature review of job involvement, Rabinowitz and Hall [19], have concluded that: "The highest amount of job involvement variance has remained without explanation" (p. 258). The important problem associated with Rabinowitz and Hall's view is that there is no constant

conceptualization of job involvement. The aim of most of the studies on the organizational commitment is to establish a link between this factor and the transfer of employees to other agencies and organizations and this link has attracted high empirical support [1]; Matthew and Zajak, 1990). Interestingly, there are a few studies on the relationship between the organizational commitment and employees' performance [1], Kahn et al (2008) found the relationship between organizational commitment the three dimensions of job involvement. Kuruu'zu'm et al [10], found the relationship between job involvement and dimensions of organizational commitment. Knoop [9], found the relationship between the organizational commitment and job involvement in his study. Kahn et al (2011) found that the job involvement had impact on all dimensions of organizational commitment including the affective, continuance and normative dimensions. Furthermore, Hu et al (2012) found that the work values were related to organizational commitment and job involvement and also the job involvement is

positively related to the organizational commitment. Klick and Aguirre (2009) obtained a relationship between organizational commitment and job involvement in their study. Kuruu`zu`m et al [10], also found the affective and normative commitments, from the dimensions of organizational commitment, were correlated with job involvement.

The aim of this study is to provide a regression model for employees' job involvement based on the organizational commitment at University of Applied Science and Technology. Urmia, Miandoab, Boqan and Takab.

MATERIALS AND METHODS

This study is applied in terms of objective and correlative according to the method and investigates the correlation between the variables of organizational commitment and job involvement.

Statistical population, sample and sampling method

The statistical population in this study covers all non-faculty official and contract employees at different sectors of University of Bushehr, in 2013, and the required sample is selected based on stratified random sampling. Cochran formula is utilized to estimate the minimum sample size. The stratified random sampling is

applied according to the minimum required sample equal to 346 samples.

Research Tools

The job involvement questionnaire (Kanungo, 1982a) is applied to measure the level of job involvement. This questionnaire includes 10 articles and this test is based on a 7-point scale to overcome the cultural biases (Western) in traditional definitions of job involvement and enhanced generalizability of job involvement among cultures. Kanungo (1982) has reported the internal consistency coefficient and test-retest of this scale equal to 0.87 and 0.85, respectively. In this study, $\alpha = 0.78$.

Organizational Commitment Questionnaire: Allen & Meyer's Questionnaire is applied to measure the Organizational Commitment. This questionnaire includes 29 items and is based on the options from totally agree, slightly agree, slightly disagree or totally disagree with three dimensions of affective commitment (questions 1-10), continuance commitment (questions 11-18), and normative commitment (questions 19-29). In this study, $\alpha = 0.91$ for organizational commitment, $\alpha = 0.88$ for affective commitment, $\alpha = 0.81$ for continuance commitment and $\alpha = 0.71$ for normative commitment.

RESULTS

Given the studied variables and data of their measurement, the appropriate descriptive statistics such as frequency, percentage, central tendency indexes, dispersion and distribution are applied to describe data. Finally, the "multivariate linear regression" is applied to investigate research questions with regard to the type of data. The performed calculations are presented in two sections, the data description and analysis.

The central indexes of median, mean, and mode for organizational commitment are close to normal distribution due to the proximity of their numerical values to each other. As shown, the lowest score of "organizational commitment" belongs to those who have obtained the score of 34 and the highest score belongs to those with scores of 112 and the total score is 25465. Therefore, the score distribution domain is equal to 78 scores. The leadership style score for most of individuals is equal to 62. The organizational commitment score for a half of respondents is equal or less than 75 and the other half have scores over it. The average score of "organizational commitment" for statistical sample is equal to 73. According to the overall assessment of organizational commitment variable and its dimensions in studied units, it should be noted that this variable has favorable status at University of Applied Science and

Technology due to the proximity of itself and dimensions to normal distribution..

The Regression is applied to answer the research question whether there is a relationship between organizational commitment and job involvement.

This **table 2** shows the multiple correlation coefficient, multiple correlation coefficient square or coefficient of determination, so that the multiple correlation coefficient among the variables above is 0.54 and at the average level. Furthermore, the coefficient of determination suggests that 29% of changes in job involvement as the dependent variable can be explained by organizational commitment as the independent.

According to F statistic equal to 144 and the significance level less than 0.01, the regression model is confirmed and the independent variables can predict the changes in dependent variable (Table 3).

Multiple correlation between organizational commitment and job involvement indicate that the organizational commitment can explain beta of 0.543 (Table 4).

The Regression is applied to answer the research question whether there is a relationship between organizational commitment dimensions and job involvement.

This table 5 shows the multiple correlation coefficient, multiple correlation coefficient

square or coefficient of determination, so that the multiple correlation coefficient among the variables above is 0.59 and at the average level. Furthermore, the coefficient of determination suggests that 35% of changes in job involvement as the dependent variable can be explained by organizational commitment dimensions as the independent.

According to F statistic equal to 62 and the significance level less than 0.01, the

regression model is confirmed and the independent variables can predict the changes in dependent variable (Table 6).

Multiple correlation between organizational commitment dimensions and job involvement indicate that the affective commitment with beta of 0.459 and the continuance commitment with beta of 0.22 can explain the dependent variable (Table 7).

Table 1: Distribution of central and dispersion indexes of job involvement and organizational commitment variables and dimensions

Central indexes	Organizational commitment	Affective commitment	Continuance commitment	Normative commitment	Job Involvement
Mean	73.60	25.00	19.82	28.77	23.8932
Median	75.00	26.00	20.00	29.00	23.0000
Mode	62	20	18	26	21.00
Change domain	78	30	24	29	26.00
Minimum score	34	10	8	14	13.00
Maximum score	112	40	32	43	39.00
Total score	25465	8651	6859	9955	11182.00

Table 2: Summary of regression model for organizational commitment and job involvement

Multiple correlation coefficient	Multiple correlation coefficient Square	Adjusted multiple correlation coefficient square	Standard error of estimate
0.543	0.295	0.293	4.477

Table (3): ANOVA

Central indexes	Sum of Squares	Degrees of freedom	Mean squares	F	Significance level
Regression	2887.343	1	2887.343	144.062	0.000
Residual	6894.567	344	20.042		
Sum	9781.910	345			

Table 4: The coefficients of independent variables in terms of standardized and non-standardized values

Independent variables	Non-standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	8.774	1.266		6.931	.000
Organizational Commitment	0.203	0.017	0.543	12.003	.000

Table 5: Summary of regression model for organizational commitment dimensions and job involvement

Multiple correlation coefficient	Multiple correlation coefficient Square	Adjusted multiple correlation coefficient square	Standard error of estimate
0.594	0.353	0.347	4.302

Table (6): ANOVA

Central indexes	Sum of Squares	Degrees of freedom	Mean squares	F	Significance level
Regression	3452.481	3	1150.827	62.183	0.000
Residual	6329.429	342	18.507		
Sum	9781.910	345			

Table 7: The coefficients of independent variables in terms of standardized and non-standardized values

Independent variables	Non-standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	11.918	1.344		8.865	.000
Affective commitment	0.377	0.056	0.459	6.675	.000
Continuance commitment	0.246	0.074	0.222	3.333	.001
Normative commitment	- 0.088	0.056	- 0.086	-1.575	0.116

CONCLUSION

According to the first finding of this study, there is a relationship between organizational commitment and its dimensions with employees' job involvement at University of Bushehr and this finding is consistent with results of studies by Laoziri Hengton and T. (2011), Kahn et al (2008), Kuruu`zu`m et al [10],Knoop [9],Kahn et al (2011), Hu et al (2012) and Klick and Aguirre (2009). Kuruu`zu`m et al [10],have also found that the affective and normative commitment from dimensions of organizational commitment have relationship with job involvement. During the past three decades, the concept of organizational commitment has been taken into more account by researchers. The organizational

commitment concept is important because the factors resulted from the employees' commitment levels greatly affect the organizations as a part and the community as a whole [18],Great efforts are taken to determine different organizational commitment antecedents and consequences which are resulted from the positive and negative relationships between these variables and construct. Most of the conducted studies have focused on commitment so far because this factor has been correlated with serious negative consequences such as the malfunction and demand to quit a job and change it (Blodin and Boal, 1987; Blodorn, 1982). The high job involvement is a desirable feature. In fact, people with high job involvement are apparently satisfied with their jobs, show

positive job attitude, and express high commitment towards organization and colleagues [4], [5], Such these employees rarely think about quitting the job and it is expected that they will work for relevant organization for several years [3].

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