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**THE STUDY OF RELATIONSHIP BETWEEN OFFERS SYSTEM ON THE JOB  
SATISFACTION AND ORGANIZATIONAL COMMITMENT OF SECONDARY  
SCHOOL TEACHERS AND PRE-UNIVERSITY OF REGION TWO EDUCATIONS  
AND TRAINING THE ACADEMIC YEAR (2003-2004)**

**SIAMAK SOLTANI AND FAKHRO SADAT MOEINI**

Department of Psychology and Educational Sciences, Shiraz University

**ABSTRACT**

This study has been studied the relationship between offers system with teachers' organizational commitment and job satisfaction of high schools of Shiraz's region two. The research samples were including 47 secretaries who were selected randomly from each school.

To answer the questions of research from three questionnaires as follows: behavior description questionnaire of leadership was used to assess participation system, QCQ was used to measure the organizational commitment that created by Maody Estyerz and Porter and serious job description instruments were used to measure the job satisfaction from that provided by Smith and Kendall and Halyn, results was as follows:

1. In the case of this question of research, is there the relationship between organizational commitment and job satisfaction? That was used Pearson's correlation coefficient and the obtained coefficient was significant 0.001. This means that cooperative system related to organizational commitment and job satisfaction.
2. In relation to this question, is there relation between offers system and organizational commitment? That was used from statistical method of Pearson correlation coefficient and there are not significant differences between offers system and management business commitment.
3. In the case of this question, is there relation between offers system and job satisfaction? That was used Pearson correlation test there wasn't any significant difference between the offers system and job satisfaction.

4. In the case of the question, is there a relation between teaching experience and organizational commitment? That was used statistical methods of Spearman and there wasn't any significant difference between groups of teachers with different teaching experience.
5. In the case of the question, is there a relation between teaching experience and job satisfaction? That was used statistical methods of Spearman and there wasn't any significant difference between groups of teachers with different teaching experience.
6. In the case of the question, is there a relation between teachers teaching experience and offers system? That was used statistical methods of Spearman and there weren't any significant differences between groups of teachers with different teaching experience.

**Keywords: organizational commitment, job satisfaction, teachers of education and training**

## INTRODUCTION

### Expression of issue

Education and training is a collection of capable, committed, specialist and experienced troops in different areas who use their comments and suggestions can reduce problems facing managers and can lead to know available facilities the improve of work methods and more reasonable relationship of planners and executives. The establishment of admission and to evaluate the proposals, which is plan leads to study involved more staff in education and training and provides practical solutions in the field solving problems and the existing problems. Hui and Meiskel saying that

Participation in decision-making of education organization will be increase the morale of teachers and participants also causes the satisfaction and strengthening

their mental (Jahanian, 2000). In this way, participatory management and using the suggestions is one of the best practices. The main purpose of implementing this system and the provision of different proposals by staff that is improve workflows and activities that include other aspects includes such as waste reduction, increase productivity, reducing costs, improving safety conditions, reducing operations, correspondence and problems caused by bureaucracy, improvement of systems of repairs equipment and services. Recommendations system is one of the participatory management programs and based on it all staff from the highest to the lowest class can offer suggestions, views and its initiatives to fix problems and the insufficiency of existing in the works organization. The offers

system, are a useful tool for internal development and continuous organizations and is caused public participation of staff all measures increases penetration the responsibility of staff in the decision-making process at various levels of the organization the goal of which ,is decrease through the involvement of employees in the decision-making process from the clashes and conflicts between managers and employees and both parties have equal rights and opportunities for discussion and decision about the organization to know them belonging to the a single group in order to work realization of common goal. To think dipping of staff is an important step in the development of individuals as a successful unit, the biggest advantage of suggestions are the use of trade, specialized abilities and employee creativity that causes commitment and job satisfaction. On the other hand if a culture of accountability is dominant in the organization we will see that person shown the more responsibility from yourself and in return for commitments will have from satisfaction and more attachment. In addition will be less the absenteeism and negligence, tensions and...Responsibility and commitment to work in terms of strengthening the faith keeps up consciousness as a result will be lead doing the right thing affair and oriented logic

(Mamie Zadeh 1996). In return if people have been granted against responsibilities who is responsible, do not feel any obligation, under circumstances was not regular and will not respected discipline. In the most popular economic system, social, political, if people not accepted committed to social responsibility and their organizations and no obligation after some time will see the chaos rule that result is failure for a person or the system (Parnian, 1999). Whatever commitment of staff, in the organization is more; they work more and have discipline in the works. Also job satisfaction shows the person's attitude to his job. How looks at your job? What degree of importance for him. People have commitment and more satisfied in the organization have better performance; they feel more responsibility to the organization and the realization of its goal because they know the organization for and own representative and they know their success the success of organization and they work with interest and satisfaction. Therefore in this research, the researcher believes that participatory management relationship based on suggestions system specify on organizational commitment, and job satisfaction from the standpoint of teachers. It is hoped that the results can be appropriate executive

procedures to responsibility of education to adopt appropriate management practices and quantitative although negligible in order to increase job satisfaction and organizational commitment.

Theoretical foundations

Organizational commitment

Robbins believes organizational commitment is Indicator that loyalty to the organization and that person know the organizations own representative and so to boast the existence of such organizations (Robbins, 1997). Sommers consider organizational commitment as a dependency and including the organization that is characterized acceptance of the values of the organization and tend to stay in the organization (Bakhtiari, 1998). Estrone considers organizational commitment, is positive and negative attitudes people to whole organization in which are working a committed person has a strong sense of loyalty to the organization. (Estrone, 1998). White considers commitment to determine the three areas feeling or behavior of a person that is busy in the organization.

- 1- Trust to organization and acceptance of goals and its values
2. The desire to work and efforts to the organization
3. The desire to continue membership in the organization (Armstrong, 1998).

Shell believes the purpose of organizational commitment is recognition of the organization. And the recognition of each person about his duty and also his strong identification of director, the absence of these factors cause lack of dynamics (Shell, 1981). However, Becker state commitment of is staff their psychological dependence to work (Becker, 1996). Two views are considered in the organizational commitment, the first view knows commitment as a matter of emotional or attitudinal. People identify by organization and therefore, to continue to membership for the prosecution of goals. Becker stated the different views of organizational commitment that regarded commitment as a matter of conduct to attitudinal, according to this view people are attached to more resources to the organization such benefits and seniority the desired emotions to the organization. At attitudinal view, researches are mainly to identify the factors responsible for commitment and implications and the results of commitment (Kouhestani, 2001).

Job satisfaction

Job satisfaction is the sense of empowerment in accomplishing tasks, success in achieving the career goals and the relative stabilization in the job, the order of sense of empowerment is that

person has full and relative capacity in the siege of the job has to carry out tasks and assigned responsibilities. In other words, job satisfaction means that people enjoy from doing what they want to do so and cope with his work and this ability is his motivation for the next move because if a man can to do something and to get a negative result the analysis of their performance cannot to continue next move (Ghafourian, 1993).

Baron and Greene is known job satisfaction in cognitive, affective and evaluative reaction of people than their work (Baron and Greenberg, 1990).

French and Sawerd believe satisfaction is the concept of mental joy arising from satisfy the needs and desires and hopes that person acquires his career (French and Savrd, 1992).

Dewes and Newstorm, believe job satisfaction is a set of feelings and the compatible and incompatible staff see to work with those feelings (Fiendish and Newstorm, 1994). The upholstering model, the Job satisfaction is the beginning of the process where people first, think about leave their job and then searches for another job offer finally, the tendency of leaving or staying in their current job form (Baron and Greenberg, 1990).

Robbins in organizational behavior, stated job satisfaction is general

attitude person to job, he says managers for three reasons to job satisfaction and members of the organization their importance:

1. Many document that unhappy people to leave the organization and most are resigned.
2. Satisfied people enjoy from better health and longer life.
3. Job satisfaction exceedsthe organization and you can see its effects in the private life of the individual and outside the organization. (Robbins, 2001).

In 1972, VanusValaveler' Study was in terms of job satisfaction ,they are provided nine different definitions including job satisfaction as a result the total satisfaction of the various aspects of a job (Mohammad-Zadeh, MehrrVazhan, 1996).

According to the Rome 1967, job satisfaction is reaction of staff about the role that plays in their environment. Hapak (1935) believes that job satisfaction is a complex and multidimensional concept and causes a specific combination of different factors. A person who employed is satisfied in a certain moment of time on the job.

History of research

Researches of Lewin and his colleagues John R. Peyand French and Lesterkuch in the Harwood company in 1972 in the case of the application of

participative management shows the following results according to Alfred Mawroes in Harwood company, open communication, more autonomy, widespread and seeking partnerships methods at work, it is the more practical and useful way than traditional practice to using manpower. At the participatory practices, the productivity is high; costs are reduced in the course of the competition and staff as pleased satisfactory (Gray, 1972). Koch and stress point out that often organizational commitment is good predictor to tend to stay in jobs (Koch and stress, 1976).

In the research was done by Tonen Boom and Masaveik conclude that if your employees to know responsible them and participate in the affairs of yields or its production is increase (Gahanian, 2001).

Williams and Hezer have noted that between job satisfaction and commitment ruling excellent relationships; they realized not only the support of this relationship but also the relationship between individual and organizational specifications, and job satisfaction and the relationship of commitment and tend to leave their job. Commitment has not only a significant

impact on the desire to leave their job but individual and organizational influence indirectly this relationship only through job satisfaction (Tamylyson, 1992). Weiner and colleagues point out that job satisfaction cause apparently feeling more general commitment and provoked more staff and makes a sense of commitment in the their (Hasani, 1994).

## RESEARCH METHODOLOGY

Current study is cross-correlation and its target is practical. The research sample included 47 teachers that are elected every high school accidentally. To answer the research questions were used three questionnaires as follows:

To measure the cooperative system were used from questionnaire describing the behavior of the leadership and to measure organizational commitment were used from QCQ was made by Mavedy Astyrz and Porter and to measure job satisfaction from the instruments of job description JDI has been prepared by Smith and Kendall and Halyn plan. Analysis of the research findings was done by spss software.

Analysis of the findings

There is a significant relationship between offers systems and job satisfaction?

**Table 1: Table descriptive Pearson correlation coefficient to determine the relationship between the system of offers and organizational commitment**

| The significance level | The correlation coefficient | The standard deviation | The average | count | Variable         |
|------------------------|-----------------------------|------------------------|-------------|-------|------------------|
| NS                     | 0.246                       | 10                     | 53.7        | 33    | offers system    |
|                        |                             | 11.7                   | 95          | 45    | job satisfaction |

There isn't a significant relationship between job satisfaction and the offers system.

Is there a significant relationship between teaching experience and three research variables?

**Table 2: descriptive table of Spearman correlation coefficient to determine the relationship between service subjects and three research variables**

| The significance level | The correlation coefficient with work experience | The standard deviation | The average | count | Variable                  |
|------------------------|--|------------------------|-------------|-------|---------------------------|
| NS                     | -0.177   | 10                     | 53.7        | 33    | offers system             |
| NS                     | -0.137   | 11.7                   | 95          | 45    | job satisfaction          |
| NS                     | -0.159   | 11.3                   | 53          | 45    | Organizational Commitment |

There is not significant statistically teaching experience with any of the three variables of organizational commitment, job satisfaction, and the offers system.

Is there a significant relationship between job satisfaction and organizational commitment?

**Table 3: descriptive table of Pearson correlation coefficient to determine the relationship between job satisfaction and organizational commitment**

| The significance level | The correlation coefficient | The standard deviation | The average | count | Variable                  |
|------------------------|-----------------------------|------------------------|-------------|-------|---------------------------|
| 0.0001                 | 0.62                        | 11.7                   | 95          | 45    | offers system             |
|                        |                             | 11.3                   | 53          | 45    | Organizational Commitment |

There are significant positive correlation at 0/00001 between job satisfaction and organizational commitment.

Is there a significant relationship between the offers system and organizational commitment?

**Table (4): descriptive table of Pearson correlation coefficient to determine the relationship between the offers system and organizational commitment**

| The significance level | The correlation coefficient | The standard deviation | The average | count | Variable         |
|------------------------|-----------------------------|------------------------|-------------|-------|------------------|
| NS                     | 0.077-                      | 10                     | 53.7        | 33    | offers system    |
|                        |                             | 11.3                   | 53          | 45    | job satisfaction |

There is a significant relationship between job satisfaction and the offers system statistically.

**CONCLUSION**

The purpose of this study was investigate the relationship between the offers with organizational commitment and job satisfaction of boys and girls high school and college teachers of region two of Shiraz. In addition to that has been studied work experience with organizational

commitment And the relationship between work experience with Job satisfaction. The relationship was significant between the offers system with organizational commitment and job satisfaction.

But there was significant between organizational commitment and job satisfaction in a 0/00001.

These findings are consistent with Thompson' research (1989) based on the participative style with way of suggestion systems associated with commitment. Also with Perkin and Harold 'studies is consistent on the participative style based on method of business offers system. Levine's research was based on the relationship between employee participation on the spirit and job satisfaction staff according to Arg and flour's view participation in decision-making would be interest and job satisfaction. Research of David (1989) also shows that the offers system is caused the commitment and satisfaction. This finding is in line with the opinion of Robbins; he believes allow employees to participate causes motivation and commitment, and increased productivity and employee satisfaction. Richard Daft also Notes that to this important point in the corporate culture, that offers method considering to the needs of staff and this causes high performance organization and create a sense of responsibility and ownership in the individual and increased commitment Also it is on the Kouhestani research (2001), Hevy (1974), teaching of Hassani (1993), Dendriv (1993), Cayce (1994), Rogers (1994), Allen (1993) and Cole Jackson (2004), Arg and flour (2007), Ghani (1994), Mirkamaly (1992) . Education

management is one the fundamental and sustainable fact in the education system and it has special sensitivity and the process of education takes place under the educational management .Therefore, education system tries education management lead to the committed and expert management to respond to needs of education that considered the social development. The results of current research shows that there is not meaningful relationship between method of offers system and organizational commitment and job satisfaction and this show still is not bed and necessary information to the people to run it. Of course there is the relationship between organizational commitment and job satisfaction.

On this question, there is a significant relationship between the years of service of teachers and their organizational commitment? This question was investigated using the Spearman row can be seen in the table 10, work experience of teachers were divided into three groups.

1- Teachers with 1-10 years' experience 2- Teachers with 11-20 years' experience 3- Teachers with 21 years' experience the mean score of organizational commitment of the three groups were compared together, according to the findings, the average of organizational

commitment were not significant between the three groups of teachers this means that teachers work experience it has no effect on of organizational commitment and the results of the survey contradict with studies of Thompson (1989), Reyes and Keller (1986), B Shell (1994) and Carrick Hoff (1993). Thompson says that there is significant correlation between work experiences of teachers with his organizational commitment. Reyes and Keller are expressed experience and work experience in the organization are predicted that for job satisfaction and when occur job satisfaction on their own increase commitment to the organization satisfaction following its commitment and according to B Shell, work experience in the region and work experience are predictors for of organizational commitment. On the question, is there a significant relationship between the years of service of teachers and their job satisfaction? The results showed that there isn't a significant relationship between work experience and job satisfaction. The results are compatible with the results of Vigenz results (1984), Hassani (1996), Abbas Azadgah (1994) RokhBakhsh (1994). Abedian in research achieved the relationship between job satisfaction and work experience, to the positive relationship and believes that the increasing

of work experience lead higher satisfaction. On the question, there is a significant relationship between the years of service of teachers and the system offers? The results showed that there isn't a significant relationship between work experiences with system offers in the other words between three groups with different teachers there is no significant difference. Reception offers system by the administrators will be cause motivate in the teachers, job satisfaction, increased efficiency, the blossoming talents and the creation of creative and in the teachers and their responsibility.

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