

STUDYING RELATION BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN ARYAN FOULAD COMPANY

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ABSTRACT: In today's world many basic and vital activities needed for society are done by organizations. In means that progress and survival of a society follows effective performance of organs so we can call today's society organizational society. From the most important ways of achieving success and progress we can name of organs that can do their duties effectively. Today's world is facing with main and continuous changes, changes that create new knowledge and necessities, necessities that on one hand help welfare of societies and on the other hand increase their problems. The aim of present research was studying relation between job satisfaction and organizational commitment. Samples of research were 100 person of the personnel of Aryan foul co that were chosen through random sampling method. According to the results of present research, relation between organizational commitment and job satisfaction relation between degree of knowledge and job satisfaction relation between sex and job satisfaction and finally relation between sex and degree of organizational commitment were confirmed and these results were homo lateral with many other researches inside and outside of the country. Re seasons of some differences of the results of researches return to cultural differences of statistical universe, measuring scales and social differences between the researches.

KEYWORDS: Job Satisfaction, Organizational Commitment, Aryan Foulad Company.

INTRODUCTION

Our world is the world of organs and men are main runners of this drum they give life to the body of organs and make it possible to achieve the goals. Without man an organ is meaning less and management is illusion may be we think that in future world where machines and robots take the place of human men will have a slight role but it isn't true and only by atomizing kind of human activity in an organ changes and as peter dracker says handmade work or activity replaces with knowledge activity but the main role is remained for human. It is man who governs an organ ([Muller et al., 2005](#); [Sherry et al., 2003](#); [Hewitt and Flett, 1991](#)).

Employee retention is an increasingly important challenge for organisations as the age of the knowledge worker unfolds. The 21century world of work is characterised by unprecedented levels of talent mobility as employees seek to satisfy their own individual demands, leading to growing concern among organisations about the retention of talented employees.

Generally, employees will be satisfied with their jobs and committed to their organizations if they are content with the nature of the work itself, are satisfied with their supervisor and co-workers, and if they perceive current pay policies and future opportunities for promotion

within their firm to be adequate. Employees with high levels of organizational commitment are more work-oriented than other employees. They get more satisfaction from work and view their jobs as fulfilling more of their personal needs. As a result, they are willing to exert considerable effort on behalf of the organization. The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic, there is need for strong and effective motivation at the various levels. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviour and the practice of human resources management. Attitude has direct impact on job

satisfaction. Organizational commitment on the other hand, focuses on their attitudes towards the entire organization. Although a strong relationship between satisfaction and commitment has been found, more recent research gives more support to the idea that commitment causes satisfaction. However, most studies treat satisfaction and commitment differently, especially in light of things like downsizing that are part of modern organizations. Job satisfaction, resulting from job evaluation is a means that can provide factors of getting important job values. These values are coordinated with satisfying basic needs of a person and help them to be realized. The present research is going to answer this question that if there is meaningful relation between job satisfaction and general health or not. For organs that can do their duties efficiently are the main means for achieving progress and success. Today's world is facing with continuous and main changes. Changes on one hand provide more welfare for societies and on the other hand increase their problems ([Gesini, 1996](#); [Pavis and Newstrom, 1991](#)). These changes increase responsibility of social organs. The atmosphere of an organ certainly affects the morale of the personnel and as a result causes satisfaction or un-satisfaction for personnel. If people aren't satisfied from their jobs, efficiency of an organ will decrease and it won't achieve its goals. Job satisfaction is one of the main scales for measuring an organ's safety. Providing efficient services is largely dependent on organs resources, and satisfied personnel work better than other. Of course we shouldn't deny the role of other variables such as organizational foundation internal connection system and so on ([Goodman, 1997](#); [Tiedens and Fragale, 2003](#)).

Job satisfaction is one of the main factors of job situation. Job satisfaction is one of the factors that cause efficiency and individual satisfaction. Researches have defined job satisfaction from different perspectives and believe that if a job can satisfy a person then he will feel this satisfaction deeply and will enjoy it. A certain combination of different factors such as internal ones for example enjoying from job and external ones such as salary and suitable work situation, satisfies a person from and suitable work situation satisfies a person from his (her) work ([Berman, 1998](#); [Mayer et al., 2001](#)).

In human resources management job satisfaction phenomenon is one of the indicators of life quality. There is no doubt that people who are satisfied from their jobs at the end of the day feel that they have achieved success. Whatever adjustment between personnel and

organizational goals is higher motivation performance and job satisfaction of the personnel are higher. Personnel commitment to the organ is produced by invisible assets. In recent years, organizational commitment has been an important part of organizational studies, and so it has been the center of studies about job satisfaction. Because of its relation with organization life quality has been approved. Researches have shown that personnel commitment is a powerful force for organization successes ([Pintosi, 2000](#); [Tiedens and Fragale, 2003](#)).

Man power in each organ has special relations and behaviors that by controlling it and getting careful information about it (man power) we can expect an improvable and coordinated organ. Realizing a person's behavior begins with studying role of psychology in "organ behavior". Psychology roles have been divided into four parts as following. Attitude is an estimation that is performed desirably or undesirably about a person a thing or an event. Attitude is reflex of a person's feeling toward a subject. When I say that: I like my work "I express my attitude about the job every person can have thousands of attitudes but about "organizational improvement" only some attitudes about job are paid attention to these are: job satisfaction knowing job as persons sponsor (it means that degree of realization that a person has from his (her) job and takes part actively in his (her) job) and organizational commitment (it is an index about loyalty of person to his (her) organ and knowing the organ as his (her) sponsor. Some persons are calm and adaptable while some aren't so) ([Robbins, 2003](#); [Robert, 1985](#); [Roland, 2002](#)).

In the present research direct effects of organizational atmosphere and its parameters have been studied. Parameters such as: Marale group inconvenience, sincerity interest, consideration social distance dynamism, emphasis on production and so on so its direct effect on job satisfaction and personnel commitment has been studied so job satisfaction and its parameters such as work satisfaction super visor colleague promotion payment and its direct effect on organizational commitment and its direct effect on organizational commitment have been studied.

Also organizational commitment and its parameters such as affective commitment normative commitment and continuous commitment have been studied. So the effects of organizational atmosphere and job satisfaction on these parameters have been studied.

Present research is correlation from structural equations kind. In this research effects of structural relations such as organizational atmosphere and job satisfaction on organizational commitment about personnel of Aryan Foulad co are studied. Statistical universe of this research are all personnel of that company that have worked there in 1392. According to the reports of human resources assistant manager in 1392 about 1000 persons have been working there.

For choosing sample research random classified sampling method is used. This method is used when the researcher wants to have all sub groups in his sample.

In this research percent of subjects that are randomly chosen from each group are percent of the same group from statistical universe. In this method the researcher is sure that chosen sample is real representative of sampling population.

For doing this research at first statistics of the personnel working in that company was gotten and then by verbally calling on and after explaining the goals of the research the questionnaire personnel of that company were uniformed on the basis of demographic characteristics of the personnel such as age sex marriage work situation education and in the company and then on the basis of random classified sampling suitable persons were chosen and sampled. The researcher wanted to get a suitable sample from studied group.

Job satisfaction questionnaire can be considered as a battery of questionnaires that is consisted of the lowest levels of common signs of an illness that is preset in mental disorders. So it can distinct mental disorder persons from those who imagine themselves healthy ones. So the aim of the questionnaire isn't achieving a special

diagnosis in mental disorder from health. The questionnaire with 30 questions has this preference that has been designed for all persons of the society.

For analyzing data research statistical methods such as: frequency percent mean standard deviation dependent t variance analysis with one and many variables randomized block design and regression analysis were used.

RESULTS

In human resources management job satisfaction phenomenon is one of the indicators of life quality. There is no doubt that people who are satisfied from their jobs at the end of the day feel that they have achieved success. Whatever adjustment between personnel and organizational goals is higher motivation performance and job satisfaction of the personnel are higher. Personnel commitment to the organ is produced by un visible assets. In this part, data of research were analyzed. For descriptive measuring of information about demographic characteristics and descriptive statistics research variables are presented. In inferential part structural model of the research is tested and after studying its fitness research hypothesis is surveyed. This chapter consists of two parts:

First part: descriptive data has been presented in the form of average, standard deviation, diagram and correlation coefficient.

Second part: it presents analyzing of hypothesis by using inferential statistics. For analyzing hypothesis Pierson's correlation coefficient statistics method and SPSS software have been used.

In table 1 frequency distribution of subjects is presented according to their sex.

Table 1: sex frequency distribution of subjects

	Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	5	5.0	5.0	5.0
	Man	95	95.0	95.0	100.0
	Total	100	100.0	100.0	

As it is seen in the table all subjects are 100 persons that among then there are 5 women and 95 men. In table 2, age frequency distribution of subjects is presented. Table 2 shows age frequency distribution of subjects and table 3 shows average and standard deviation of job satisfaction questionnaire.

Table 2: age frequency distribution of subjects

Age	Frequency	Percent
20 to 30 years old	52	52
31 to 40 years old	35	35
41 to 50 years old	13	13
Total	100	100

Table 3: average and standard deviation of job satisfaction questionnaire

Statistical index	Number	Average	SD
Very much	100	3.45	4.25
Much	100	5.29	3.3
Medium	100	9.36	4.36
Low	100	3.48	3.20
Very low	100	0.75	1.59

As it is seen in the above table age range of the subjects has been between 5 to 20 years and the most frequency has been to age range between 20 to 30 years and the least one has been to age

range of 41 to 50 years. In table 3 marriage frequency distribution of subjects is presented.

Table 4: marriage frequency distribution of subjects

Marriage	Frequency	Percent
Single	22	22
Married	78	78
Total	100	100

As it is seen in the table, 22 subjects were single and 78 ones were married. In table 5, frequency distribution of subjects is presented.

For studying the role of these variables in predicting job satisfaction regression analysis has been used that its results are presented in table 6. Results of the test of correlation coefficient of organizational commitment and job satisfaction variables are positive meaningful.

Table 5: education frequency distribution of subjects

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	75	75.0	75.0
		10	10.0	85.0
	B.A	15	15.0	100.0
Total	100	100.0	100.0	

Table 6: results of regression analysis for job satisfaction and organizational commitment

Variable	B	β	R	R2	SE
Job satisfaction	0.27	0.21	0.51	0.26	11.91
Organizational commitment	-0.52	-0.015			

3.1. Surveying hypothesis

First hypothesis: job satisfaction increases organizational commitment of personnel as it is seen in the table correlation between personnel organizational commitment and their job satisfaction is positive [r(200)= 0.260 p<0.01].

So correlation between organizational commitment and satisfaction from colleague and promotion is positive and meaningful. So the first hypothesis that says correlation between organizational commitment of personnel and their job satisfaction is positive is confirmed.

Second hypothesis: there is meaningful relation between personnel education and their job satisfaction as it is seen in the table correlation between personnel education and their job satisfaction is negative and meaningful [r(200)=0.17, p<0.01].

So correlation between personnel education and satisfaction from promotion is negative and meaningful.

So the second hypothesis about being relation between education and job satisfaction is confirmed and there is meaningful relation between them.

Third hypothesis: there is relation between Sex and job satisfaction.

As the results show there is negative and meaningful relation between sex and job satisfaction and the third hypothesis is confirmed [r(200)= -0.30, p,0.01].

Fourth hypothesis: there is relation between sex and organizational commitment. There is negative and meaningful correlation between sex and organizational commitment. So the fourth hypothesis about being relation between sex and organizational commitment is confirmed. [r(200)= -0.45, p<0.1]

DISCUSSION AND CONCLUSION

Job satisfaction is one of the main factors of job situation. Job satisfaction is one of the factors that cause efficiency and individual satisfaction. Researches have defined job satisfaction from different perspectives and believe that if a job can satisfy a person then he will feel this satisfaction deeply and will enjoy it. Job satisfaction is one of the important subjects of psychology and it should be paid attention to seriously. Having job satisfaction prevents a person from any anxiety and worry in his life or sometimes helps him to think correctly while facing with problems. Sometimes there are factors that help us to be a way from these problems and increase our mental health and one of them is sports and tendency towards sports.

Results of the test of correlation coefficient of organizational commitment and job satisfaction variables are positive meaningful. Results of present research shows correlation between organizational commitment and satisfaction from colleague and promotion is positive and meaningful, also correlation between personnel education and satisfaction from promotion is negative and meaningful and there is negative and meaningful relation between sex and job satisfaction and the third hypothesis is confirmed and also There is negative and meaningful correlation between sex and organizational commitment.

According to the results of present research relation between organizational commitment and job satisfaction relation between education and job satisfaction relation between sex and organizational commitment was confirmed. Results of these researches are homo lateral

with other researches inside and outside the country and the reasons of being non-homosexual relations are because of some cultural differences of statistical universe measuring scales and social differences among the researches.

1. It is suggested that a better questionnaire is used that can have higher validity and reliability.
2. It is suggested that in future research other variables such as group working or organizational structure and their effect on organizational commitment be studied.

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