

# The Relationship between Employees' Commitment and Organizational Policies

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## Abstract

Nowadays, organizations of employees utilize maximum capacity has increased. Even so, it should be noted that not all employees can achieve their organizational goals do not work. One of the main reasons for this is the absence or lack of organizational commitment. Organize and maintain an organizational system is considered one of the most important tasks of the manager's responsibilities and undertake such a daunting task means that staff accountability and organizational commitment of employees are growing. The purpose of this study is that the recruitment and selection policy (PC) and work force commitment to the norms of the organization depending on factors such as the (attitude (ATT), of Role clarity (RCL), of role conflict (ROC), of the organization's policy) Entrance exams or job interviews will be investigated. The research in the field because it is the category of causal research data, structural equation modeling techniques to examine the causal relationship between variables will have been used. The population used in this study consisted of 530 employees from the Standards and Industrial Research of Iran. Attitudes and role clarity can be a positive influence on employee engagement and policies to increase but the role conflict and cannot do with any commitment to the policies of the political commitment to increase or decrease.

Keywords: Commitment, Attitude, Role clarity, Role Conflict, organizational policies

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## Introduction

Most organizations believe that the commitment to reduce staff, the expectation is that the employee commitment to the organization is reduced. Research shows that organizational supports of employees with employee commitment to the organization are clearly linked. There is also evidence that many organizations still buy their employees to reduce costs and through this increase competitiveness in global markets is increasing (Shiuan C, yu J, & Relley, 2003). If one wants to understand the behavior of people at work should pay attention to the social structure. Almost all policies, procedures and regulation's specific. If you're familiar with organizational policies can very much predict the behavior of your employees at work. When someone joins the organization, he is expected to accept the norms and policies and is committed to its implementation do. What obligation did the person or organization that works to honor, and acquisition reputation will know (Baldwin T & Magjuka, 1991).

The aim of this study was to evaluate the functional relationship between employee engagement and organizational policies in the Standards and Industrial Research of Iran and factors affecting the commitment to policies (political commitment) to identify and determine the importance of each and Followed by a commitment to policies that impact on organizational citizenship behavior staff also studied the results can be used to create loyalty in employees or client's satisfaction. Most organizations believe that the commitment to reduce staff, the expectation is that the employee commitment to the organization is reduced. Research shows that organizational supports of employees with employee commitment to the organization are clearly linked. There is also evidence that many organizations still buy their employees to reduce costs and thereby increase competitiveness in global markets is increasing (Abaspour A, 2005). Nevertheless, on the other hand, there is evidence that organizations seeking high performance and human resources strategies to increase the economic benefit of more staff that can provide for them. From this perspective, employee commitment is not only irrelevant but also as a management concept because it can lead to competitive advantage and financial success is very important. Organizational Commitment of potentially serious effects on the performance of the organization and can be a significant predictor for the effectiveness of the organization so ignore the harmful and costly for organizations to follow (Benkhoff A, 1997). In general, this study seeks to answer the question is:

Is it a positive relationship between employee commitments to organizational policies?

## Research questions and hypotheses

### The main question

- Is it corporate policies influence employee commitment?

### Secondary research questions

1. Is it attitude towards his team guided by a commitment to influence policy?
2. Role clarity commitment is to influence policy?
3. Does the policy affect the role conflict?
4. A. Is it a commitment to organizational policies affects the conscience of employees?
4. B. Is it the organization's commitment to policies on individual characteristics affects the corporate citizens?

### Research hypotheses

#### The main Research

- The positive relationship between employee commitments to organizational policies.

### Secondary research hypotheses

1. The positive relationship between attitude towards their work teams guided and commitment to organizational policies.
2. The positive relationship between role clarity and commitment to organizational policies.
3. The negative relationship between role conflict and commitment to organizational policies.
4. A. The positive relationship between commitment to organizational policies and conscious of work there.
4. B. The positive relationship between commitment to organizational policies and organizational characteristics of the individual citizen there.

### Theoretical Foundations and literature

#### Theoretical research

Researchers in the field of organizational commitment and job satisfaction are categorized into four groups: The research that considers organizational commitment, job satisfaction research by scholars such as (Meyer J & Allen N, 1991). Research the job satisfaction and organizational commitment is known affected. Studies (Batman T, Strasser S, & Danham B, 1984). Studies indicating the correlation between them, and between job satisfaction and organizational commitment suggests that there is a reciprocal relationship. Studies (Farkas A & Tetrick L, 1989). The research suggests that the relationship between the two is not. Studies (Curry J, Wakefield P, & Douglas S, 1986). Have concluded that the positive effect of job satisfaction and professional conflicts and contradictions of a negative impact on organizational commitment. Declot and Summers that more people take to influence environmental factors to be committed to personal factors. They represent the results that the structure, process and organizational climate perceived organizational commitment has an impact predicted. The impact on job satisfaction and organizational commitment is more than any other environmental variables. These researchers found that there is a correlation between job satisfaction and organizational commitment and solidarity of the workers much more than the employee. In this study, job satisfaction and organizational commitment in one of the prerequisites was intended. Organizational commitment by many writers, including Armstrong, Meyer. Allen defined. Armstrong (2006) as a continuum of loyalty from an employee and also explain the relative strength of individual contributions to the employee defined in a specific process. In recent years, organizations have become increasingly interested in the topic of employee engagement (Lew T, 2011); and consider the various benefits such as improving employee performance and reduce displacement associated with this staff, etc. (Yew L, 2013). Hersey and Blanchard in their research suggest that effective managers in a set consisting of the following obligations agree:

1. Commitment to customers, a manager or employee can be successful in their work through commitment to customer service and care for her show.
2. Commitment to the organization, managers or employees of the organization honored and proud to make manifest themselves in behavior. The directors or employees, their commitment to doing different types and try to create the right environment organization, top management support and respect the fundamental values of the organization, to achieve this.
3. Commitment to its managers or employees had a strong and positive image to others, and all situations, act as a positive force, but it should not be confused with selfishness or egotism. Commitment, with the autonomy, management skills and determine acceptance of criticism.
4. Commitment to individuals and working groups, directors or employees' working group is also committed to people, and because they belong to a particular show.
5. Commitment to the work of managers or employees, are trying to keep the right focus on the work, and on the importance of practical work, to do things for themselves and others, give meaning and focus the attention of other staff and provide many redirects them to, the successful completion of sure (Sadeghifar J, 2007).

#### Literature

1. "The level of satisfaction, motivation and commitment and the factors affecting the National Petrochemical Company in 2007," Office of research and development of human resources, researcher Mohammad Amu birth Master of research and human-resource development. Comparison of satisfaction, motivation and organizational commitment in the region, Mahshahr and Assaluyeh showed that job satisfaction and organizational commitment in the region is higher than Mahshahr and Assaluyeh. The companies located in Mahshahr job motivation than companies located in the north and is Assaluyeh, In other words, workers in Assaluyeh in all three variables, satisfaction, motivation and organizational commitment had a lower mean score than employees elsewhere.
2. "Relationship between organizational stresses the willingness of staff turnover," the researchers: Mehdi Ebrahimi Nejad University of Vali-Asr Rafsanjan, Mohammad Yari Nasiriyah Master of Public Administration University of Vali-Asr Rafsanjan. The results of this study show that the first hypothesis that stresses tends to have the finest impact on poor organizational structure and staff turnover. The second hypothesis is that the greatest impact on the willingness of staff to leave the stress of family problems of employees. The third hypothesis is that the staff plays an important role in the desire to leave the stress of the economic problems. The average monthly wage of employees in the firm's desire to influence their decision to continue the service. The fourth hypothesis that was confirmed at the next level in terms of the effectiveness of the desire to leave the stress of job insecurity. The fifth hypothesis indicates a weak relationship between the stress caused by the arrival of new technologies is staff turnover for organizations with short-term training courses try to familiarize staff with the new technology, and they try to align themselves with their new situation. The hypothesis that staff tend to leave the least impact on the deficit is a result of poor working conditions.
3. "The relationship between job satisfaction and organizational commitment of their faculty director at the University of Mashhad» 2000 Researcher: Habibollah Shojaee Far

The results of this study suggest that:

- 1.A significant relationship between the components of job satisfaction and organizational commitment is managers
- 2.Managers in terms of degree of job satisfaction (related and unrelated fields of educational management) are not statistically significant
- 3.Managers and their work experience and job satisfaction were found
- 4.Managers of organizational commitment in the field of education (related and unrelated fields of educational management) are not statistically significant
- 5.Commitment between managers and their work experience was not significant.

4."The training, organizational citizenship behavior organizational commitment of staff council for culture and leisure," 2007 Researcher: Zainab Allah Tavakoli

The sample consisted of 60 employees of the municipality's cultural and entertainment randomly into two groups: "The first group consists of 23 group" and "second experimental groups: 14 people, 7 men and 7% of the control group "respectively. The results showed that education, organizational citizenship behavior in the second group (organizational commitment, affective commitment<sup>1</sup> and normative commitment<sup>2</sup>) had been increasing and ongoing commitment has not changed, but the group has only continued commitment effective.

#### Development of conceptual models and assumptions

The research followed that with regard to the relationship between employee engagement and organizational policies and policy factors affecting the obligation to identify and to determine the importance of each. Research Institute of Standard and Industrial Research of Iran in place. Research has shown the commitment, absenteeism and worker replacement There is an inverse relationship. To predict and explain the behavior of individuals committed to much more job satisfaction used. With commitment, job satisfaction is probably better than the predicted rate of absenteeism and worker replacement, As well as employee engagement and satisfaction on their loyalty to the client is also effective(Parsaian A & Arabi M, 2008).

According to the 1992 Diamond organizational policies, especially the principle of work that is directly related to daily activities and interaction with colleagues and employees to determine their relationships with supervisors and Porter in 1974 according to the model organizational commitment is:

- 1.Acceptance of and believe in its goals and performance.
- 2.The effort to achieve the goals set.
- 3.Retention and loyalty to the organization.

Staff commitment to implement a team-based structure used to commit the organization's policies (commitment) to happen (Miller A, 2010).

The study was based on the theory that environmental factors Lewin 1951, the basic role in the responses of the different phenomena on this basis, a model-based testing to assess the commitment to provide organizational policies and That are to influence attitudes, transparency and conflict of commitment to the organization's policies (political commitment) review and on the other hand, the impact of the policy commitment on (OCB)<sup>3</sup> is detected.

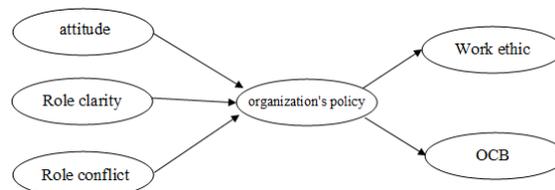


Figure 1: Research Model: feet, Sippel, Johnson and Duffy, 2005, 206  
(David A. Foote, Scott J. Seipel, Nancy B. Johnson, & Michelle K. Duffy, 2005)

Organizational Commitment of factors and variables that may have different results. In organizational behavior, studies emphasize the attitudes, job commitment. Job satisfaction and organizational commitment are. Employee engagement and organizational staff critical requirement for organizations worldwide are making so that the discussion of the commitment and dedication of staff to work in one of the topics of interest to scholars, and students is turned up and many scholar's relationship between organizational performance and employee commitment to the organization have examined such as The Simpson, 2009, Andrew and Sophie, 2012 and Albedur and Atarawne (organizational commitment and employee commitment, evidence of Jordan)

Theoretical attitude about people, things or events expressed and represented a kind of feeling about it (Parsaian A & Arabi M, 2008).Dunham et al (1989) stated that there are three types of attitude changes that are emotional, cognitive and behavioral.

**Cognitive component** includes information that a person on another person or thinks that the person believes to be true.

**Affective component**, including feelings of a person to an object. This attitude often includes evaluating emotion from the object of someone does not like your attitude towards that object is expressed.

- **Behavioral trends** related to the way in which a person intends to act with respect to a particular issue.

<sup>1</sup> A sense of belonging and attachment to the organization and its business identity.

<sup>2</sup> A sense of loyalty to the values and goals of the organization.

<sup>3</sup>Organizational citizenship behavior

Role Clarity of the degree to which employees have a thorough understanding of the functions and performance in certain conditions. (Mayer J & Herscovitch L, 2001). Conflict negative role of the state in which the employee is expected to come from two or more different requirements as to meets the demands of employees to meet the demands of other states. It has already been demonstrated that role conflict with job dissatisfaction and psychological pressure certainly is on (role conflict. (n.d.), 2015). Citizenship (CV) features a sense of commitment to policies that have been adopted (Organ D & Ryan K, 1995). Work conscious (CON) commitment is to work for that person to do them, so that if the inspectors and supervisors as well as the activities not watching him they do not they valid negligence (Organ D & Ryan K, 1995).

### Methodology

This research is based on the goal of the research is applied because with the use of behavioral science and management theories and some statistics on population and achieves results is that for those organizations and institutions that are usable in the field of population and are applicable. The population used in this study consisted of 530 employees of the Standards and Industrial Research of Iran. In this research field, method was used to collect data. In this study, the sample size is calculated by the following formula:

$$5q \leq n \leq 15q$$

In this study, a questionnaire was used to collect data. This questionnaire has 24 questions about the relationship between attitudes, role clarity, role conflict, and commitment to policies, work ethic and organizational citizenship feature's staff. Minimum sample should be between 120 and 360 according to the mean values of 240 view point of professors were selected. In addition, to ensure that the sample size was calculated by Cochran also taking into account the value for the parameter  $d$  0/05 sample size was 143, because the sample volume is correct. 228 questionnaires were returned from all the questionnaires, and the results of this research had been conducted on 228 samples of the population.

### Data analysis

To analyze this research hypothesis and according to model the relationship between individual attitudes, role clarity, role conflict of commitment to policies and influence policy commitment, Work conscious, citizenship property of the structural equation was used. As seen in Figure, 2 variables that are defined in the independent variable in an equation, and the equations are interdependent and interconnected and intertwined it in the form of an equation created so should all of these the equations are considered together and simultaneously. These equations are equation's fact that relation between latent variables assumed to identify and contact them via standardized coefficients of regression (path coefficients) is calculated.

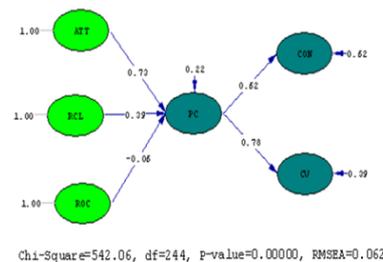


Figure 2: Structural model with path coefficients

Considering to the structural equation model presented above is achieved.

$$PC = \gamma_{11}ATT + \gamma_{12}RCL + \gamma_{13}ROC + \zeta_1$$

$$CON = \beta_{11}PC + \zeta_2$$

$$CV = \beta_{12}PC + \zeta_3$$

In this study, the software LISREL for structural equation modeling was used.

### Conclusion

In summary, the results of research hypotheses were as follows:

"Attitude towards his team guided by a commitment to policy has a positive impact." In fact, when the claim for the statistical hypothesis would be expressed as follows:

- Attitude towards his team guided by a commitment to policies does not have a positive impact: H0
- Attitude towards his team guided by a commitment to policies has a positive impact: H1

The structural equation coefficient between the individual's attitude and commitment to the policy of "0.73", which according to the test "1.96 < 6.47" significant level "0.05" null hypothesis is rejected thus confidently claims the researcher, "95 percent" confirmed and the individual's attitude and commitment to policy factors, there is a positive relationship and attitude has a positive impact on the commitment to policies. In this regard, the development or implementation of policies and organizational managers can consider the fact that the answer to some of the organization's staff may be the natural result of previous bad experiences associated with this policy, institutional policies and sometimes so entails strategies change is the attitude of employees towards this policy.

Researchers claim:

"Role Clarity of the commitment to policy has a positive impact." In fact, when the claim for the statistical hypothesis would be expressed as follows:

- Role Clarity as a commitment to policies does not have a positive impact: H0
- Role Clarity as a commitment to policies has a positive impact: H1

The structural equation the factor of the Role Clarity of the role and commitment to the policy of "0.39", which according to the test " $1.96 < 3.72$ " significant level "0.05" null hypothesis is rejected thus confidently claims the researcher, "95 percent" confirmed and the role and commitment to the policy of Role Clarity and Clarity, there is a positive relationship role on policy commitment to positive effect. In this respect, managers are able to gain the support and commitment of the staff of the organization and policies of this organizational plan to ensure that staff fully understand and are very careful because any ambiguity about the role leads to a high level of the concerns of individual and feels that a key role in the organization and not effective, and this in turn leads to less effort to support the organization and its policies.

Researchers claim:

"Role conflict has a negative impact on the commitment to policies "In fact, when the claim for the statistical hypothesis would be expressed as follows:

- Conflict of commitment to policies does not have a negative: H0
- Role conflict has a negative impact on commitment to the policy: H1

The structural equation the factor of conflict between the role and commitment to the policy of "0.06-" test established by the " $1.96 > 1.01$ -" significant level "0.05" null hypothesis is accepted as a result of the researcher's claim with confidence, "95%" had not been confirmed, and role conflict does not have a negative impact on the commitment to policies. In this regard, managers can plan properly and use a left and right of expertise and the application of expertise in organizational positions, and they also have the experience and resources to establish the necessary means to achieve the set goals and policies and Finally, consider the system of bonuses and promotion of appropriate policies to support and encourage employees to increase their commitment to provide.

Researchers claim:

"Commitment to the organization's policies on Work conscious has a positive impact." In fact, when the claim for statistical hypothesis would be expressed as follows:

- Commitment to the organization's policies does not have a positive impact on Work conscious: H0
- Commitment to the organization's policies on Work conscious has a positive impact: H1

The structural equation coefficient between the path of commitment to the organization's policies and Work conscious, "0.62" which test the " $1.96 < 7.98$ " significant level "0.05" null hypothesis is rejected claims of self-confidence as a result of "95%" are had been confirmed and the Work conscious of commitment to the organization's policies and there is a positive relationship and commitment to the Work conscious has a positive impact on the organization's policies. In this regard, conscientious managers can train employees on the condition that a high level of political commitment to change attitudes through passively, providing the perfect image of the job and the organization, providing suitable conditions for the promotion and career path, fair pay, fairness in distribution of rewards and foster professional identity they create.

Researchers claim:

"Commitment to the organization's policies on organizational characteristics of individual citizen has a positive impact. "In fact, when the claim for statistical hypothesis would be expressed as follows:

- Commitment to corporate citizenship policies of the individual features does not have a positive impact: H0
- Commitment to corporate citizenship policies of the individual characteristics of has a positive impact: H1

The structural equation coefficient between the path of commitment to the organization's policies and organizational characteristics of the individual citizen "0.78" which test the " $1.96 < 8.54$ " significant level "0.05" null hypothesis is rejected thus confidently claims to achieve "95%" it is confirmed and the commitment of the organization's policies and organizational citizenship features, there is a positive relationship. In this regard, managers can staff by raising political commitment, sense of loyalty, obedience, loyalty and organizational participation increases and cause employees beyond the requirements of their role and official duties in the service of organizational goals activities and thereby organizational effectiveness also improve. Considering to studies conducted in this study, it was observed that the positive attitude and role clarity on effective policies and its commitment to increase staff but conflict is not and cannot communicate with a commitment to policies through political commitment to increase or decrease. The impact of political commitment to the two dimensions of organizational citizenship behavior staff, the work ethic and citizenship characteristics were studied and the results showed that there is a positive correlation between political commitment and these two dimensions and employees who have a higher degree of political commitment are actually better corporate citizens are.

### Suggestions

The results of research on the relationship between employee commitment to organizational policies that affect the relationship between variables such as individual factors, organizational work and employee engagement in which we can achieve various results, but suggested that in addition to the official functions of the organization in order to strengthen the commitment is also considered informal processes that organizations can create them to develop and further strengthen their commitment to help. Some social psychologists believe that social pressures and norms of the group are often more effective than formal procedures affect the behavior of people in organizations. For this reason, the development of informal mechanisms such as corporate culture, a pivotal element to engage in the workplace. However, it should be noted that the emergence and promotion of participatory culture through the process of socialization take place the process by which new members into the organization, and the good things that the other members of the organization will be accepted and required training courses into the learn to. So according to the organization's corporate culture to enhance employee engagement can help.

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