The Relationship between Employees’ Work Commitment and Organizational Policies (Housing and Urban Development Office of Chaharmahal and Bakhtiari Province)

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Abstract

Today, organizations’ attention to maximize the capabilities of their employees has substantially grown. However, it should be noted that employees do not necessarily apply all their capabilities to accomplish the objectives of the organization. One of the most important reasons for this is the lack or shortage of organizational commitment of the staff. Accordingly, this study strived to investigate the relationship between employees’ commitment and organizational policies in the Housing and Urban Development Office of Chaharmahal and Bakhtiari province. The research method is applied in terms of the type of research and is a survey method in terms of data collection method. To achieve the research objectives, among from 456 employees of the Housing and Urban Development Office of Chaharmahal and Bakhtiari province, 243 individuals were selected as the study sample. Using a researcher-made questionnaire, employees’ commitment and organizational policies were assessed. In order to test the research hypothesis, LISREL software and the structural equation modeling analysis method were used. The results of the study indicated the relationship between different components of organizational policies such as role clarity and role conflict with organizational commitment of the employees.

Keywords: Employees’ Organizational Commitment, Organizational Policies, Housing and Urban Development.

Introduction

Organizing and maintaining an organizational system is one of the most important responsibilities of a manager. Organizational commitment is an important organizational occupational perspective that has been considered by researchers over the past years in management and psychology, especially industrial and organizational psychology. Committing to a group, to goals, and to the conditions of a team may well be the exact meaning of commitment. However, the commitment of the members of the group will be more solid when it is based on ethical values and conscious choice, since coercion and imposition act against commitment [1-4].

The relationship between employee commitment and organizational policies is important because it can affect employee behavior, and research shows that there is an inverse relationship between job commitment, absenteeism and employee turnover.

To predict and determine the behavior of individuals, commitment is far more than job satisfaction. Employees’ commitment is also effective in their loyalty to the organization and the satisfaction of the client [2, 5, 6]. According to Diamond (1992), organizational policies are the specific principles of the workplace, which directly relate to the day-to-day activities of employees, and determine interactions with colleagues and their relationships with supervisors. The policies of the organization are the same power applied to organizations [3, 7-12].

They are considered as policies that are implemented by strategic decisions [4, 13-18]. According to Porter’s (1974) model, organizational commitment, namely, the acceptance of the goals and function of the organization and belief in it, is a great effort to achieve the pre-determined goals of the organization and to remain loyal to the organization. Organizational commitment is
the state of affairs in which the employee of a given organization considers the objectives of the organization as his own and wishes to remain in the organization's membership [5, 19, 20]. This study is based on Levin's theory (1951) that he postulated that environmental factors have a prominent role in demonstrating the reactions of individuals to various phenomena. Accordingly, he presented a test-based model for assessing the concept of commitment to organizational policies. The model is intended to investigate the impact of attitude, transparency and role conflict on commitment to the policies of the organization (political commitment) and, on the other hand, the impact of the political commitment on Organizational Citizen Behavior (OCB).

Diagram 1-1: of the research model; Foot, Sab pole, Johnson & Duffy, 2005, 206

In a research entitled “An Investigation of Acquiescence, Motivation and Organizational Commitment of Employees and its Influential Factors in National Iranian Petrochemical Company”, [6] reported the total average of organizational commitment in the National Petrochemical Company as 66.9, emotional commitment as 75.4, continuous commitment as 63.8 and normative commitment as 66.4.

The comparison of the mean variables of acquiescence, motivation and organizational commitment in three areas of northern, Mahshahr and Assalouyeh showed that job satisfaction and organizational commitment in the northern region were higher than that in Mahshahr and Assaluyeh.

Also, the job motivation of companies located in Mahshahr region was higher than the companies in northern region and Assaluyeh, in other words, the practitioners in Assaluyeh had lower means of acquiescence, motivation and organizational commitment than those in other regions. In another study entitled "Job Satisfaction of School Managers with their Organizational Commitment at Ferdowsi University of Mashhad, [7, 21, 22] concluded that there was a significant relationship between job satisfaction of managers and organizational commitment. Also, in a study on the study of teaching organizational citizen behavior on the organizational commitment of the employees of the cultural and recreational organization of the municipality of Isfahan, [8, 23, 24] showed that organizational citizen behavior, organizational commitment, emotional commitment and normative commitment increased in the experimental group. Among the studies conducted in other countries, the study by [9, 25, 26] can be pointed out. The purpose of this study was to investigate the relationship between organizational commitment, organizational engagement and job satisfaction among University staff at Gujrat Hafiz Hayat Campus. The results showed that there was a significant correlation between the variables under study; however, the correlation between organizational commitment and organizational engagement was stronger.

The research also showed that the provision of educational opportunities increased the job satisfaction and organizational engagement of the staff and, on the other hand, increased their organizational commitment. [10, 27] also explored the relationship between job self-efficacy and organizational commitment in clinical specialists and found that there was a direct linear relationship between these two variables. [11] designed a study to investigate the impact of staff commitment on their organizational performance at Coca Cola Nigeria Limited. The results of this study indicated that Coca Cola Nigeria Limited employees had a high organizational commitment.

In addition, there was a significant relationship between organizational commitment and variables such as organizational performance and employee productivity. However, in [12], the aim of the
study was to investigate the relationship between organizational commitment and job satisfaction among staff members of EN Reality solution Pvt. Ltd. in Lucknow, UP, India. Contrary results were obtained and showed that there was no significant relationship between organizational commitment and job satisfaction. According to the above, the main purpose of this research is to investigate the relationship between employee commitment and organizational policies of housing and urban development of Chaharmahal and Bakhtiari province.

This research, however, has other sub-goals, including the determination of the relationship between attitudes toward self-guided work teams, the transparency of the role of employees, and the role conflict and their commitment to organizational policies. Therefore, the main hypothesis of this research is that there is a significant relationship between employee commitment and organizational policies. Furthermore, the secondary hypothesis is that there is a relationship between employees’ individual attitude, transparency of the role of staff, employee conscience, political commitment, and conflict of the role of employees with their commitment to organizational policies.

**Research Method**

This research goes under the rubric of comparative causality research carried out by structural equation modeling. However, with regard to the purpose of the research, it is of a practical nature. The statistical population used in this research includes 456 employees of the Road and Housing and Urban Development Department of Chaharmahal and Bakhtiari Province in 2017.

The sample size was calculated by Cochran’s formula, taking into account the value of 0.05 for parameter d, the sample size was obtained as 243 ones, which is an indicative of the accuracy of the selected sample size. 228 questionnaires were returned from all distributed questionnaires and statistical analyzes were performed on 228 samples from the statistical population.

**Research Instruments**

To measure the variables under study, a researcher-made questionnaire on job commitment and organizational policies has been used. The questionnaire has 24 items and includes the variables of attitude, role role clarity, and role conflict, commitment to politics, work conscience, and organizational citizen behavior. The items of the questionnaire are based on the order of magnitude and the 5-point Likert scale, including: "completely disagree, disagree, indifferent (neutral), agree, and completely agree".

<table>
<thead>
<tr>
<th>Row</th>
<th>Variable</th>
<th>Number of items</th>
<th>Order of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attitudes towards self-guided work teams</td>
<td>2</td>
<td>1,2</td>
</tr>
<tr>
<td>2</td>
<td>Role clarity</td>
<td>5</td>
<td>3 to 7 &quot;5 and 7 upside down&quot;</td>
</tr>
<tr>
<td>3</td>
<td>Role conflict</td>
<td>4</td>
<td>8 to 11</td>
</tr>
<tr>
<td>4</td>
<td>Political commitment</td>
<td>7</td>
<td>12 to 18 &quot;16, 15, 13, 12 upside down&quot;</td>
</tr>
<tr>
<td>5</td>
<td>Work conscience</td>
<td>3</td>
<td>20 upside down&quot;</td>
</tr>
<tr>
<td>6</td>
<td>Organizational citizen behavior</td>
<td>3</td>
<td>24 upside down&quot;</td>
</tr>
<tr>
<td>7</td>
<td>Total</td>
<td>24</td>
<td>1 to 24</td>
</tr>
</tbody>
</table>

Cronbach’s alpha coefficient was used to measure the reliability of the questionnaire. The Cronbach’s alpha coefficient for this questionnaire was 0.873, which indicates the desirable reliability of this questionnaire. The subscales of this questionnaire had a good reliability as well.

<table>
<thead>
<tr>
<th>Row</th>
<th>Variable</th>
<th>Number of items</th>
<th>Cronbach's alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attitudes towards self-guided work teams</td>
<td>2</td>
<td>0.706</td>
</tr>
<tr>
<td>2</td>
<td>Role clarity</td>
<td>5</td>
<td>0.736</td>
</tr>
<tr>
<td>3</td>
<td>Role conflict</td>
<td>4</td>
<td>0.751</td>
</tr>
<tr>
<td>4</td>
<td>Political commitment</td>
<td>7</td>
<td>0.901</td>
</tr>
<tr>
<td>5</td>
<td>Work conscience</td>
<td>3</td>
<td>0.854</td>
</tr>
<tr>
<td>6</td>
<td>Organizational citizen behavior</td>
<td>3</td>
<td>0.759</td>
</tr>
<tr>
<td>7</td>
<td>Total</td>
<td>24</td>
<td>0.873</td>
</tr>
</tbody>
</table>
In the inferential analysis of the research findings, the statistical technique of structural equation modeling "confirmation path analysis" was used running "LISREL" software.

Findings

In order to analyze the hypotheses of this research and according to the proposed model in relation to the effect of individual attitude, role transparency, role conflict on political commitment and the effect of commitment on policies, work conscience, and organizational citizen behavior, structural equations have been used. As shown in Diagram (1), the variables defined in the model are independent variables in one equation and dependent variables in other equations, and this has formed an interconnectedness in the form of equations.

Therefore, all these equations must be considered together and simultaneously. These sets of equations are in fact the equations that determine the given relations between the variables, and, by establishing them, the standardized coefficients of the regression (path coefficients) are calculated as "B"

![Diagram](image_url)

**Structural model 1: Structural model with path coefficients**

Given the above model, the structural equation (1) is obtained.

\[
PC = \gamma_1 ATT + \gamma_2 RCL + \gamma_3 ROC + \cdots + 1
\]

CON = 811PC + \cdots + 2

CV = 612PC + \cdots + 3

Given the equations presented and solving these equations by the "maximum likelihood" method, the value of each of the coefficients are given in model (2) and the interpretation of each of the coefficients is given in the following Table.

![Table](image_url)

**Model 2: Estimated value for each of the path coefficients**

Also, to evaluate the significance of each coefficient, the t-test has been used. The values of this test are presented in model (4-3).
The Output of the Structural Equations is as Follows

- PC = constant value + 0.73 × ATT + 0.39 × RCL − 0.06 × ROC
- CON = constant value + 0.62 × PC
- CV = constant value + 0.78 × PC

According to equation "1", it is observed that for one unit increase in the individual attitude, political commitment increases "0.73 units" and for one increase in role clarity, political commitment increases "0.39 units". Moreover, for one increase in the role conflict, political commitment reduced "0.06 units." According to equation "2", it is observed that for one unit increase in political commitment, work conscience increases by "0.62 units." Given equation "3", it is observed that for one unit increase in political commitment, organizational citizen behavior increases "0.78 units."

Investigating the Effects of the Variables on Each Other

As the output of the structural equations in Diagram (2) and the t-test in Diagram (3) show, t among the "5" paths that exist between the variables and the dependent variables, only "1" path is not significant. Table (4-8) summarizes the direct effect of independent latent variables on dependent latent variables.

<table>
<thead>
<tr>
<th>Significance</th>
<th>Comparison with critical value</th>
<th>t</th>
<th>Structural coefficient</th>
<th>Parameters</th>
<th>Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant</td>
<td>6/47 &gt; 1/96</td>
<td>6/47</td>
<td>0/73</td>
<td>γ_{11}</td>
<td>ATT → PC</td>
</tr>
<tr>
<td>Significant</td>
<td>3/72 &gt; 1/96</td>
<td>3/72</td>
<td>0/39</td>
<td>γ_{12}</td>
<td>RCL → PC</td>
</tr>
<tr>
<td>Not significant</td>
<td>-1/01 &lt; 1/96</td>
<td>-1/01</td>
<td>-0/06</td>
<td>γ_{13}</td>
<td>ROC → PC</td>
</tr>
<tr>
<td>Significant</td>
<td>7/88 &gt; 1/96</td>
<td>7/88</td>
<td>0/82</td>
<td>β_{11}</td>
<td>PC → CON</td>
</tr>
<tr>
<td>Significant</td>
<td>8/54 &gt; 1/96</td>
<td>8/54</td>
<td>0/78</td>
<td>β_{12}</td>
<td>PC → CV</td>
</tr>
</tbody>
</table>

As Table 3 shows, the effect of ATT's individual attitude on the political commitment (PC) is with the structural coefficients of 0.73. Given the value of the "t" statistic, that is, "6.47", the coefficient is significant.

The effect of the role clarity (RCL) on the political commitment "PC" is with a structural coefficient of "0.39", and according to the amount of "t", "3.72", this coefficient is significant. The effect of role conflict (ROC) on political commitment (PC) is with the structural coefficient of 0.06. Given the value of the "t" statistic, that is, "-1.01", the coefficient is not significant. The effect of political commitment (PC) on Conscience (CON) is with the structural coefficient of 0.62. Given the value of the "t" statistic, that is, "7.98", the coefficient is significant. The effect of political commitment (PC) on citizen behavior (CB) is with the structural coefficient of 0.78. Given the value of the "t" statistic, that is, "8.54", the coefficient is significant.

Goodness of Fit Tests

When a model has the appropriate theoretical support, in the next step, it is time to examine the fit of the model with the
data collected by the researcher, hence some goodness of fit tests for the data of this research and the model used are done to control the fitness.

**Root Mean Square Error of Approximation (RMSEA)**

This index is based on the non-central $X^2$ parameter and is less influenced by the sample size. RMSEA is able to measure the mean of non-fit for each independence.

**Its Value is in Fact Equal To**

Root Mean Square Error of Approximation (RMSEA) = 0.062

Given that RMSEA = 0.062, the data for this fit model are roughly an appropriate model.

**Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI)**

These values are influenced by the sample size and can be large for weakly defined models. Values higher than "0.9" for these two indices represent a very suitable fit of the model on the data.

**The values Obtained For this Model is Equal to**

Goodness of Fit Index (GFI) = 0.84

Adjusted Goodness of Fit Index (AGFI) = 0.80

Both of the items show that the data in this study fit the model almost appropriately.

**The Root Mean of Square Error (RMSE) and Standardized Root Mean of Square Error (SRMSE)**

The values less than "0.08" fit well into the model.

**The Values obtained with the Help of the Software for This Research Are**

Root Mean Square Error (RMSE) = 0.074

Standardized Root Mean Square Error (SRMSE) = 0.069

It is observed that the RMSE value for this research is "0.74", which is appropriate and the SRMSE value is 0.69, which has the necessary value.

**Normed Fit Index (NFI) and Non-normed Fit Index (NNFI) and Comparative Fit Index (CFI) and Incremental Fit Index (IFI)**

Values higher than "0.9" for these indices indicate the appropriate fit of the model.

**The Values Obtained for These Indices Are**

Normed Fit Index (NFI) = 0.92

Non-Normed Fit Index (NNFI) = 0.95

Comparative Fit Index (CFI) = 0.96

Incremental Fit Index (IFI) = 0.96

Here, the values of the indicators are more than "0.9", and data can fit the model pretty well. From the findings of this research, it can be concluded that according to structural equations, the path coefficient between the factors of individual attitude and political commitment is "0.73", which is confirmed with "95% confidence" and there is a positive relationship between individual attitude and political commitment and that attitude has a positive impact on political commitment. Also, the path coefficient between role clarity and political commitment is "0.39."

There is a positive correlation between factors of role clarity and political commitment in the level of 0.05 and that the effect of role clarity on the political commitment is positive. The path coefficient between the factors of role conflict and political commitment is also "-0.06". The research hypothesis is not approved with "95% confidence" and the role conflict does not affect political commitment.

On the other hand, the path coefficient between commitment to organizational policies and work conscience is "0.62". The research hypothesis is confirmed with 95% confidence. Finally, the path coefficient between commitment to organizational policies and citizen behavior is "0.78". There is a positive relationship between commitment to organizational policies and organizational citizen behaviour.

**Discussion and Conclusion**

Analysis of the findings of this study showed that the first hypothesis of this study i.e. the relationship between attitude toward work teams and organizational commitment was confirmed. Therefore, it is concluded that employees who have already been trained by their work teams or who are trained in the concept of the team and have a positive attitude towards the concept of the team are more obliged to commit themselves to realizing the goals of the team and ultimately to organizational policy.

The results of this study are consistent with the study of Foot et al. (2005). Also, the study of the second research hypothesis showed
that role clarity has a positive effect on political commitment and by increasing one unit of role clarity, political commitment in the staff will increase "0.39 units." Thus, it is concluded that the staff who have a vivid understanding of their roles and responsibilities in the organization and know their job relationship with the rest of the organization, make themselves more committed to realizing the goals of the team and, ultimately, of organizational policies. The findings of the study coincided with the results of [28], as well as with [29].

On the other hand, analyses indicated that role conflict has nothing to do with political commitment, and with increasing or decreasing role conflict, political commitment will not increase or decrease. Therefore, it can be concluded that it is impossible to say that those who work in the organization and perform multiple tasks and collaborate with multiple teams and departments at the organization, have less commitment than others in achieving team goals and ultimately organizational policies.

The results of the study by Foot et al. (2005) also confirm this conclusion. The results of this study also showed that there is a positive relationship between commitment to organizational policies and work conscience. Therefore, it is concluded that employees who are more committed to achieving team goals and organizational policies than others have more commitment to comply with the rules and regulations of the organization and their duties. Even when there is no surveillance over their work, they are actually better organizational citizens. These results are consistent with the results of [30-32].

Finally, analyses indicated that political commitment has a positive effect on organizational citizen behavior and, by increasing one unit of political commitment, organizational citizen behavior will increase by "0.78" unit. Therefore, it is concluded that employees who are more committed to achieving team goals and organizational policies than others have a greater commitment to organization and policies, and in some ways consider themselves a citizen of the relevant organization, through which they identify themselves and are better organizational citizens. "Foot et al., 2005" also confirmed the existence of a positive relationship between political commitment and organizational citizen behaviour.

In conclusion, according to the results of this study, it can be concluded that when developing or implementing specific organizational policies, managers can consider the point that the negative response of employees to some organizational policies may be the result of the normal past experience of inappropriate experiences.

Therefore, institutionalizing policies sometimes requires strategies to change employees' attitudes towards these policies. Managers can make sure that employees understand their organizational roles in a comprehensive and highly accurate way, in order to attract the support and commitment of employees to their organization and policies, since any ambiguity and role conflict lead to a high level of concern in the person and in the feeling that they do not play a key role in the organization and this in turn leads to less effort to support the organization and policies.

Managers can also up bring conscientious staff provided that they have a high level of political commitment by changing their attitudes, providing a satisfactory picture of the job and organization, providing conditions for promotion and appropriate career paths, fair payment, equanimity in reward distribution and creation of a professional personality in them.

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