

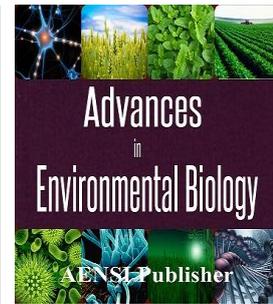


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Effectiveness of Lead Management (Training Selection Theory) in Increasing Employees' Organizational Commitment at Modiran Vehicle Manufacturing Company (MVM)

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ABSTRACT

The present research was conducted aiming at investigating effectiveness of Lead management (training selection theory) in increasing employees' organizational commitment at Modiran Vehicle Manufacturing Company (MVM). For this, the sample group (330) was selected using Morgan table via systematic sampling, that 8 sessions were considered for managers for their familiarity with lead management (training selection theory). In this study, Allen and Meyer's Organizational Commitment scale has been used as the research instrument that was used to measure extent of organizational commitment in employees. In this study, a semi-experimental research method included of pre-test and post-test was used, that the results of research indicated that lead management (training selection theory) affects increasing employees' organizational commitment as well as increasing each of dimensions of employees' organizational commitment (affective, normative, continuous).

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INTRODUCTION

Manpower enjoys a special status among resources and facilities which exist in the organization, that attention to this important resource causes the organization and community achieve their aims more rapidly [1] Hence, managers and authorities are obliged to make attempts to maintain and develop their employees and increase their employees' sense of loyalty. The manpower adhered to the organization's aims and values can be a leading indicator for superiority of an organization to other organizations, thereby this important indicator will increase effectiveness and efficiency of organization followed by progress within community, resulting in success of organization concurrent with changes in the world [2] Concurrent with ending age of dominance with classical and instrumental ideas in management, attention to human and his/her existential dimensions was increased in management, and as the result the research relating to the organizational behavior intensified and proposed among the scholars.

Work ethic has been proposed at this area. Commitment at Work ethic enjoys various aspects that one of its practical dimensions which have been manifested under the process of recognition and involvement of the individuals in the organization has been allocated with a special status in the studies pertaining to the organizational behavior [3] One of the most important concerns of efficient managers at various levels lies on creation of suitable infrastructures for the human factors serving at all occupations in order that they engage in the problems within the community and their profession with their sense of responsibility and commitment, and observe the code of ethics governing their profession and job, yet these managers will reach to success despite of having high performance. For instance, sometimes in mass media, it can hear about collapse of a building or bridge, establishment of non-standard roads, bankruptcy of an organization, discharge of the wastewater into the river or stream due to lack of observing health problems, that all of these problems raise due to lack of full responsibility by the members of organization [4]

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Research method:

The statistical population consists of all the employees working in Modiran Vehicle Manufacturing Company (MVM). In the present research, library and field methods are used to collect data. In library method, to collect data pertaining to literature review of research, books, articles and theses were used. Further, field method was used to examine organizational commitment. This is in a way data collection was fulfilled through distribution of questionnaires among employees working in Modiran Vehicle Manufacturing Company (MVM). The research procedure was gone in this way that firstly a session was held for giving thorough explanation about structure of sessions and time of sessions and so forth to the managers of company. During 8 sessions, concepts of lead management and training selection theory were trained to the managers. The sessions were held during 3 weeks with 3 sessions in each week except the last week with 2 sessions during 1.5-2 hours with managers. During the sessions, the concepts of lead management and educational package of selection theory developed by based on golsar package were trained. Then, the sample group was selected among the employees, and 330 Allen and Meyer's Organizational Commitment questionnaires were distributed among them, and the questionnaires were given responses by the individuals, thereby the questionnaires were collected.

Followed by five months by applying lead management style trained to the managers, extent of employees' organizational commitment was measured using the same questionnaire by the managers under the conditions undergoing the work environment.

Major hypothesis:

It is forecasted that lead management (training the selection theory) affects increasing employees' **organizational commitment**.

Secondary hypotheses:

- It is forecasted that lead management (training the selection theory) affects increasing employees' affective **organizational commitment**.
- It is forecasted that lead management (training the selection theory) affects increasing employees' normative **organizational commitment**.
- It is forecasted that lead management (training the selection theory) affects increasing employees' continuous **organizational commitment**.

*Findings of research:**Major hypothesis:*

It is forecasted that lead management (training the selection theory) affects increasing employees' **organizational commitment**.

To examine this hypothesis, analysis of covariance is used that the results have been represented in table 1.

Table 1. Levene's Test for homogeneity of variances

Sig	Df2	Df1	F
0.879	328	1	0.007

Table 2. Analysis of covariance for effectiveness of Lead management (training selection theory) in increasing employees' organizational commitment

Source of variations	Sum of squares	Freedom degree	Mean of squares	Levene's statistic	P	Eta	Power of test
Effect of pre-test	1075/318	1	1075/318	43/629	0/0	0/618	1/000
Effect of independent variable	825/377	1	825/377	33/488	0/000	0/554	1/000
Error	665/463	327	24/647				
Adjusted sum	2222/817	329					

As observed in table 2, value of test has been equaled to 33.488 which has been reported significant at 1% significance level, because it has been found $p < 0/01$. As the result, it can say that extent of employees' **organizational commitment** under influence of training managers has increased. With regard to the obtained result, it can say that the research hypothesis is confirmed and null hypothesis is rejected.

Secondary hypotheses:

The first secondary hypothesis: It is forecasted that lead management (training the selection theory) affects increasing employees' affective organizational commitment.

To examine this hypothesis, analysis of covariance is used that the results have been represented in table 3.

Table 3. Levene's Test for homogeneity of variances

Sig	Df2	Df1	F
0.825	328	1	0.008

Table 4. Analysis of covariance for effectiveness of Lead management (training selection theory) in increasing employees' affective organizational commitment

Source of variations	Sum of squares	Freedom degree	Mean of squares	Levene's statistic	P	Eta	Power of test
Effect of pre-test	316/547	1	316.547	21/250	0/0	0/472	0/745
Effect of independent variable	220/619	1	241/609	16/404	0/000	0/387	0/865
Error	387/489	327	13/673				
Adjusted sum	891/387	329					

As observed in table 4, value of test has been equaled to 16.404 which has been reported significant at 1% significance level, because it has been found $p < 0/01$. As the result, it can say that extent of employees' affective organizational commitment under influence of training managers has increased. With regard to the obtained result, it can say that the research hypothesis is confirmed and null hypothesis is rejected.

The second secondary hypothesis: It is forecasted that lead management (training the selection theory) affects increasing employees' normative organizational commitment.

To examine this hypothesis, analysis of covariance is used that the results have been represented in table 5.

Table 5. Levene's Test for homogeneity of variances

Sig	Df2	Df1	F
0.728	328	1	0.007

Table 6. Analysis of covariance for effectiveness of Lead management (training selection theory) in increasing employees' normative organizational commitment

Source of variations	Sum of squares	Freedom degree	Mean of squares	Levene's statistic	P	Eta	Power of test
Effect of pre-test	326/587	1	326/587	22/240	0/0	0/452	0/995
Effect of independent variable	230/609	1	230/609	15/704	0000	0/368	0/968
Error	396/479	327	14/684				
Adjusted sum	831/367	330					

As observed in table 6, value of test has been equaled to 15.704 which has been reported significant at 1% significance level, because it has been found $p < 0/01$. Further, Eta coefficient equals to 0.368, i.e. about 37% of the differences observed in employees' normative organizational commitment associate to the effect of training lead management. Power of test equals to 0.968 which is greater than 0.8 indicating sufficiency of sample size in the research. As the result, it can say that extent of employees' normative organizational commitment under influence of training managers has increased. With regard to the obtained result, it can say that the research hypothesis is confirmed and null hypothesis is rejected.

The third secondary hypothesis: It is forecasted that lead management (training the selection theory) affects increasing employees' continuous organizational commitment.

To examine this hypothesis, analysis of covariance is used that the results have been represented in table 7.

Table 7. Levene's Test for homogeneity of variances

Sig	Df2	Df1	F
0.957	328	1	0.009

Table 8. Analysis of covariance for effectiveness of Lead management (training selection theory) in increasing employees' continuous organizational commitment

Source of variations	Sum of squares	Freedom degree	Mean of squares	Levene's statistic	P	Eta	Power of test
Effect of pre-test	30/217	1	30/217	8/656	0/07	0/241	0/805
Effect of independent variable	32/812	1	32/812	9/301	0005	0/256	0/836
Error	95/250	327	3/528				
Adjusted sum	168/667	329					

As observed in table 8, value of test has been equaled to 9.301 which has been reported significant at 1% significance level, because it has been found $p < 0/01$. Further, Eta coefficient equals to 0.256, i.e. about 26% of the differences observed in employees' continuous organizational commitment associate to the effect of training lead management. Power of test equals to 0.836 which is greater than 0.8 indicating sufficiency of sample size in the research. As the result, it can say that extent of employees' continuous organizational commitment under

influence of training managers has increased. With regard to the obtained result, it can say that the research hypothesis is confirmed and null hypothesis is rejected.

Discussion and conclusion:

The first research hypothesis implies that lead management (training the selection theory) affects increasing employees' organizational commitment. To test this hypothesis, analysis of covariance was used. The results of this test indicated that there is a significant difference on mean of the score for employees' organizational commitment in pre-test and post-test. As observed, there is a significant difference on mean of the score for employees' organizational commitment in pre-test and post-test, such that the participants report greater organizational commitment in post-test. This difference statistically is significant with the error probability under 0.001, thus the first hypothesis of research is confirmed. Hence, it can deduce that employees' organizational commitment has largely increased followed by applying lead management by managers. Therefore, it can say that lead management (training the selection theory) affects increasing employees' organizational commitment. This finding is consistent with the results of studies by Bateman and Strasser [5] who referred to positive effects of lead management and training the selection theory. The first secondary research hypothesis implies that lead management (training the selection theory) affects increasing employees' affective organizational commitment. To test this hypothesis, analysis of covariance was used. The results of this test indicated that there is a significant difference on mean of the score for employees' affective organizational commitment in pre-test and post-test. As observed, there is a significant difference on mean of the score for employees' affective organizational commitment in pre-test and post-test, such that the participants report greater affective organizational commitment in post-test. This difference statistically is significant with the error probability under 0.001, thus the first secondary research hypothesis is confirmed.

Hence, it can deduce that employees' affective organizational commitment has largely increased followed by applying lead management by managers. Therefore, it can say that lead management (training the selection theory) affects increasing employees' affective organizational commitment.

This finding is consistent with the results of studies by Kim [6], Lloyd [7] who referred to positive effects of lead management and training the selection theory on dimensions of organizational commitment.

The second secondary research hypothesis implies that lead management (training the selection theory) affects increasing employees' normative organizational commitment. To test this hypothesis, analysis of covariance was used. The results of this test indicated that there is a significant difference on mean of the score for employees' normative organizational commitment in pre-test and post-test.

As observed, there is a significant difference on mean of the score for employees' normative organizational commitment in pre-test and post-test, such that the participants report greater normative organizational commitment in post-test. This difference statistically is significant with the error probability under 0.001, thus the second secondary research hypothesis is confirmed.

Hence, it can deduce that employees' normative organizational commitment has largely increased followed by applying lead management by managers. Therefore, it can say that lead management (training the selection theory) affects increasing employees' normative organizational commitment.

This finding is consistent with the results of studies by Kim [6], Lloyd [7] who referred to positive effects of lead management and training the selection theory on dimensions of organizational commitment.

The third secondary research hypothesis implies that lead management (training the selection theory) affects increasing employees' continuous organizational commitment. To test this hypothesis, analysis of covariance was used. The results of this test indicated that there is a significant difference on mean of the score for employees' continuous organizational commitment in pre-test and post-test.

As observed, there is a significant difference on mean of the score for employees' continuous organizational commitment in pre-test and post-test, such that the participants report greater continuous organizational commitment in post-test. This difference statistically is significant with the error probability under 0.001, thus the third secondary research hypothesis is confirmed.

Hence, it can deduce that employees' continuous organizational commitment has largely increased followed by applying lead management by managers. Therefore, it can say that lead management (training the selection theory) affects increasing employees' continuous organizational commitment.

This finding is consistent with the results of studies by Kim [6], Lloyd [7] who referred to positive effects of lead management and training the selection theory on dimensions of organizational commitment.

Elaboration of results:

At this stage, elaboration of results is represented. Currently, industries and organizations play a major role in development of any country. Over the years, the world has reached to this conclusion that if the organization seeks to pursue the economy and its affairs and not to remain backward, it must employ the specialized, creative and highly motivated manpower. Today, the advantage that the organizations enjoy to pursue each other lies on

increasing employees' self-confidence and commitment to the aims of organization rather than employing modern technology [8]

Organizations have been deemed as the origin and infrastructure of social, cultural, economic and political development at any community. Today, in most of countries, organizations are considered as the growth industry, to which the highest state budget is allocated [9] Organizations will fulfill the major duty devolved upon them when they are deemed as dynamic organizations [10]

Concurrent with ending age of dominance with classical and instrumental ideas in management, attention to human and his/her existential dimensions was increased in management, and as the result the research relating to the organizational behavior intensified and proposed among the scholars.

Work ethic has been proposed at this area. Commitment at Work ethic enjoys various aspects that one of its practical dimensions which have been manifested under the process of recognition and involvement of the individuals in the organization has been allocated with a special status in the studies pertaining to the organizational behavior. To maintain health at administrative system at any government system, involvement by responsible employees at the economic, social and political activities is required. When Some individuals fail to meet their needs, they behave in line with responsibility aversion instead of accepting their responsibility and searching other effective ways [11] One of the most important concerns of efficient managers at various levels lies on creation of suitable infrastructures for the *human factors* serving at all occupations in order that they engage in the problems within the community and their profession with their sense of responsibility and commitment, and observe the code of ethics governing their profession and job, yet these managers will reach to success despite of having high performance. For instance, sometimes in mass media, it can hear about collapse of a building or bridge, establishment of *non-standard* roads, bankruptcy of an organization, discharge of the wastewater into the river or stream due to lack of observing health problems, that all of these problems raise due to lack of full responsibility by the members of organization. Further, it can say that numerous institutes in trajectory to achieve quality face failure and induce their customers to purchase of foreign products especially Japanese products. The companies, due to lacking the issues such as organizational tables, financial affairs or advanced technology, do not fail, yet their failure more likely associates to the employees' quality of job at organization. It cannot apparently admit that employees refuse fulfilling their job due to the type of their managers' behavior, rather than they do not understand technical aspects or figures at their job. The reason for success of lead management which is assumed the same of management by the use of selection theory lies on a fact that it relies on cooperation. In this type of management, the messages "you are important to me" and "we respect you" are the leading basis. To involve lead management at work environment, we require huge effort. Golsar knows the main reason for communication problems especially employee-employer relationship as the use of external control psychology Using this type of management implies use of external control. Indeed, lead management implies external control [12] Lead management works out based on external control, so that, by a quick look, it can say that managers in the light of lead management likewise a majority of people believe in external control, whereby they engage in management, because this enhances their improper action through which it can oblige the individuals to do the tasks interested by the manager through reward and punishment regardless of their interests. The managers who follow lead management tend to *blame employees* when the affairs do not proceed. Yet, employees have no fault, that all deficiencies turn back to the system, mentioned that the features of system raise problems The main assumption in external control lies on a fact that if we feel dissatisfied, we are in charge for this feeling, yet others and events out of our control have fault. In addition to feature of external control, selection theory believes that what we engage in it is a behavior. Employees' fault is a behavior that has been selected with recourse to the selection theory.

All of our behaviors are stimulated from inside and target in an aim. Any behavior aims to meet one of our five fundamental needs: 1-love and sense of belonging, 2-progress and self-actualization, 3-leisure and enjoyment, 4-freedom and self-determination, 5-survival.

Committed and responsible manpower has been regarded as the most important and effective factor to achieve aims at any organization [1]notably, committed and responsible manpower plays a major role in progress and development of any organization, regarded as one of the important pillars at any organization and drawn attention by scholars at the field of human resources management [13]when some people fail to meet their needs, they behave in line with responsibility aversion instead of accepting their responsibility and searching other effective ways. The reason for success of lead management which has been regarded as the management by means of selection theory lies on an emphasis on cooperation. In this type of management, the messages "you are important to me" and "we respect you" are the leading basis. To involve lead management at work environment, we require huge effort. Selection theory clearly describes why the employees are not afraid and engage at any affair with high quality and make efforts with greater enthusiasm to increase the quality of their affairs. The employees who are monitored by means of selection theory generate the affairs with better quality with competitive cost. The managers who tend to learn this theory will enable to pave the way for production of qualitative products and services with competitive cost, by means of lead management over their employees Hence, lead management can be described in this way: it is conveyed as a skill to persuade the

employees to accept managers' agenda and make effort in line with it and supply a qualitative affair. Studies at area of management especially lead management have represented that lifestyle together with lack of realism and accountability associates to the disturbance at work environment and the relationship between manager and employee [8]. This issue has been also reflected in the present research. Members of experimental group, after applying lead management by managers and being persuaded to accept the reality and accountability, being informed of their improper external control, tending to acceptance of their behaviors and responsibility, acquiring communication skills, represented a significant increases in organizational commitment and its components. In point of view of the researcher, the present research is the major factor for the change in extent of employees' organizational commitment, change in the personal lifestyle, acceptance of the reality and acquisition of accountability. The researcher's experience together with the results from other studies indicated that fading out the external control comes to realize only by managers' information on this inefficient appointment pattern and its adverse outcomes [14]. It should be noted that these outcomes raise many problems for them, and also raise problems in their mental health. Concerning the lead management, the researcher strives to inform the managers about the appointment and control pattern for their employees and its outcomes. Followed by being informed about this inefficient appointment and control pattern for the employees and applying lead management, the employees are generally persuaded to accept the realities and keep distance from external appointment and lack of accountability concerning their role at work environment.

As observed, results of hypotheses testing indicated that lead management (training selection theory) results in increasing organizational commitment and its components among employees. The results of this study and previous studies support the lead management in line with increasing employees' organizational commitment and improvement of their performance. The more manpower plays a major role in maintenance, survival and success of organization, the more problems will be resolved and the managers will face challenge in access to the aims of organization. One of these problems which damages to the organization has been regarded as high turnover and mobility of human resources [15]. Manpower enjoys a special status among resources and facilities which exist in the organization, that attention to this important resource causes the organization and community achieve their aims more rapidly.

Hence, managers and authorities are obliged to make attempts to maintain and develop their employees and increase their employees' sense of loyalty. The manpower adhered to the organization's aims and values can be a leading indicator for superiority of an organization to other organizations, thereby this important indicator will increase effectiveness and efficiency of organization followed by progress within community, resulting in success of organization concurrent with changes in the world [2]. The structure of any organization develops from the factors that can derive from material or non-material concepts. The factors including mental health, job satisfaction, organizational commitment, job security, organizational development and productivity can be introduced as the deterministic indicators for success of any organization. An organization is stable which strives to meet each of these indicators [9].

Studies have shown that organizational commitment has a positive relationship with the outcomes such as job satisfaction and job performance and has a negative relationship with tendency to abandon the job [16]. Organizational commitment compared to other job attitudes such as job satisfaction can be a more effective factor in avoidance from employees' abandonment and increase of performance and productivity and lower levels of abandonment and displacement. Notion of commitment is a leading issue at the management area. This notion is one of the fundamental values to which the organization relies, that the employees are evaluated based on the criterion of commitment. A majority of managers believe that organizational commitment is required for organizational effectiveness [17].

Optimal exploitation from employees' ability at institutions is the early aim at any organization that plays a major role in building commitment in employees, so that providing employees' commitment at the issues of human resources is of a great importance and attention to it has an unavoidable effect in performance of employees within organizations [18].

Naturally, when the employees are fully committed to their job and the organization in which they work, they will fulfill their duties better with the least resources, whereby the organizational productivity will increase. On the other hand, when the employees are not committed to their job and organization, turnover, absenteeism and loss of function will increase among the employees [19]. Organizational commitment is an effective factor in employees' organizational behavior and return of organizations, encompassing the individuals' negative and positive attitudes towards the whole organization in which they work. The individual with organizational commitment are more likely loyal to the organization. Yet, the individual with commitment knows responsibility as a divine trust, adhered to maintain it and strive to fulfill all the duties devolved upon his shoulder and acquire pleasing to God. Commitment is a leading issue at the area of management. This notion is one of the fundamental values that organizing relies on it, and the employees evaluate everything based on commitment. In this regard, a majority of managers believe that the commitment requires for effectiveness of organization. Luthans announces that general attitude of organizational commitment is an important factor to understand the organizational behavior and a predictor to stay at the existing job. Commitment and adherence

such as satisfaction are two attitudes close to each other which affect the important behaviors such as absenteeism.

Further, adherence and commitment can enjoy positive outcomes, mentioned that the employees with adherence and commitment have more discipline at their job and stay more at organization and work more. Managers must maintain employees' commitment and adherence to the organization, for which they must increase employees' adherence and commitment by means of employees' involvement in decision making and providing acceptable level of job security

Suggestions:

- 1-it is suggested comparing this management style with other management styles.
- 2-it is suggested to the researchers who tend to conduct a research at the area of organizational commitment training lead management and training selection theory to the managers and employees.
- 3-it is suggested to the researchers comparing extent of effect of this management style(lead management) on male and female employees.
- 4-as the present research has studied all the employees working in the company, it is suggested to examine all the employees regarding their position in the company.
- 5-it is suggested to the researchers to compare the employees whose managers follow the lead management with the employees whose managers follow the control approach.
- 6-the present research can be conducted and compared on the employees with few experiences and the employees with high experiences.
- 7-as the internal control and lack of use of external control are considered as the leading principle in lead management and selection theory, Golsar company announces that if the managers are not taught this principle, they will no longer use the concepts of lead management, thereby it is suggested to the researchers to examine the intervention effectiveness based on lead management in internal and external control of managers and its effect on employees.
- 8-it is suggested to examine effect of lead management on other aspects including employees' job satisfaction, employees' responsibility and etc.

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