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Survey in Effective Factors on Organizational Commitment of Managers

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ABSTRACT

The purpose of this study is investigating relationship University, Yasouj ,Iran between happiness and organizational commitment of managers in Iran. Research Statistic was all of employees on managers organization in 14 provinces (1260 persons) among which 400 persons were selected as samples. Collected data has been done by the Oxford Happiness Questionnaire and organizational commitment by Allen and Meyer. Kolmogorov Smirnov test was used to determine the distribution of the data, we used of Pearson's correlation coefficient for determined correlation between variables. Studies indicate there is significant correlation between happiness and organizational commitment. Also, there is significant correlation between happiness and affective and normative components. The effort of organizations to improve staff morale and increase their happiness, based on these findings, will increased attachment to the organization and their efforts to improve agency performance. Accordingly, it can increase organizational commitment and optimum performance using strategies for rising happiness of the employees.

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INTRODUCTION

Human is the spotlight of researchers for years as founders and base of organizations, from the most basic to the most sophisticated forms. In recent centuries, on the one hand, development of communities, mental and work preoccupations in modernity world and organizations multilateral development on the other hand reduced health and welfare of humans significantly and cause diseases such as depression and isolation. In the other time, employees themselves condemned to rot in the body of organization and have lost their enthusiasm to promote organizational activities. In the definition of happiness can be said: happiness is a high proportion of positive emotions vs. negative emotions. Uchida *et al* [18] describe positive psychological states as describe the happiness. According to Ryan and Deci [16] there are two notions of happiness including enjoyment and bliss perspective and there is independent perceptions towards happiness although these two views together have some similarities. In previous studies, Allen and Meyer (1991) has been defined organizational commitment as: commitment feel of employees for staying and join our organization. According to their view, organizational commitment is defined by three components that including: emotional, continuous and normative section. According to Allen and Meyer (1991) Emotional (affective) Commitment determines the identity, attachment activities of the employees in the organization. Allen and Meyer (1991) determined staff assessment from the value of staying in the organization or give up organizational certain activities as foundation of the continuous section. Allen and Meyer (1990) refer to normative commitment as staff commitment sense and loyalty level to organization. Although few studies have been done in domestic and even international on the relationship between happiness and commitment, varied external and internal studies have done on the topic of organizational commitment and review its components. This study is first internal research in the field of relationship between happiness and organizational commitment. In a research by (2010) Shamai and Cohen examined the relationship between personal values, psychological health and organizational commitment in police officers. He know the relationship between personal values as factor to better understand the behavior and performance of staff and their organizational commitment. This study represents a positive and significant

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relationship between staff mental health and achievement of its objectives. Field [5] deals with the relationship between happiness, job involvement and organizational commitment headquarter staff in South Africa. He uses of Well Being Questionnaire (WBQ), the Oxford Happiness (OHQ) and Allen and Meyer organizational commitment (OCQ). Hid studies indicate a positive relationship between happiness and emotional commitment in organization and eventually refer to happiness as a predictor of affective organizational commitment. Dehaghi [4] has raised happiness as an effective factor on the level of organizational commitment. He believed on the one hand increase the happiness level in managers will stable environment and reducing tensions more and in the other hand have a great impact on staff morale. This study will make organizational environment as an attractive environment in bilateral interaction between management and organizational employees and increase management and employee commitment to the organization. Happiness has an important role to establishing organization communication between employees and finally improve organizational commitment [8]. Tend to membership in informal group and communication within the organization has been more increasing staff happiness levels. Increasing empathy on employees, high levels of organizational commitment of the employees has seen [8]. Richard [15] in the other research believed normative commitment is the highest level of commitment among the staff because they distinguished justice and job suitable conditions and also growth opportunities and dynamics in the organization and it is a sense of loyalty and more commitment to their organization. Abdullah [1] assess the scale of Meyer and Allen organizational commitment, he refer to direct relationship between organizational commitment and employee performance and emphasizes the importance of organizational commitment. In the twenty-first century, organizations are more focused towards improvement in all aspects of performance and increasing organizational commitment. The role of mental health and happiness is irrefutable as key pillar of each organization. Increasing organizational commitment would be means office optimize performance and reducing costs due to staff turnover and training new employees. [6,18]. In this context, this study examined the relationship between happiness and organizational commitment on managers office's staff in the country.

MATERIALS AND METHODS

This study is correlation- descriptive that has been carried out in the field. Statistical society is managers in 14 provinces who were 1260 persons and of these 400 persons selected as the research sample. Collecting data has done by: Oxford Happiness questionnaire (OHQ) including 29 multiple-choice questions by maximum of 87 points and Allen and Meyer's Organizational Commitment Questionnaire (OCQ) that was used with minor changes by Wellery Mestrow (1998) including 20 questions (5 options) by 80 points. The reliability coefficient of the questionnaires was confirmed by internal and external investigations. The Cronbach's alpha coefficient of happiness have been reported (0.93), it is 0.84 for organizational commitment questionnaire. The test of Kolmogorov - Smirnov (KS) was used for study of normal distribution of data and the Pearson correlation coefficient was used to examine relationships between variables after confirming normal distribution of data. All of data analysis was performed using 17 SPSS software.

RESULTS AND DISCUSSIONS

General findings of the study show that 54.2% study samples were men and 45.8% were women. The mean age of the study sample is 32.4 that 41.3% of them were under 30. 62.8% of them got married and 37.2% were single. In terms of employment status, 58.1% samples worked contractual and 41.9% are serving as official employees. More than half of the sample (60.2%) are served below 10 years. Education level in the sample is undergraduate. Correlation ($P=0.875$) at a significant level ($P\leq0.01$) have been shown by examine the relationship between happiness and organizational commitment that refer to significant relationship between happiness and organizational commitment. Also there are significant relationship between happiness and components of organizational commitment, the correlation level ($P= 0.843$) and happiness and affective component (0.607) between happiness and a normative component ($P\leq0.01$), however there are no significant relationship between happiness and continued commitment. Correlation level ($P=-0.412$) between happiness and experience was significant ($P\leq0.01$) by relationship between happiness, age and experience in work and it shown correlation level is in significant level ($P=-0.293$) between happiness and age ($P\leq0.05$).The relationship within organizational commitment components and staff experiments show there is significant ($P\leq0.01$) correlation level ($P=-0.344$) between continuous commitment and experiment. Friedman test results showed that affective commitment, normative commitment and continuance commitment are important in the classification of the key components of organizational commitment respectively.

Based on these findings we perceived a significant positive correlation between happiness level in managers in West regions of the country by their organizational commitment. Field's study [5] is one of the newest and most unique international research in this field. This study suggests a significant and positive relationship between affective commitment and job involvement. Also he stated there is a significant positive relationship

between affective commitment and happiness which is consistent with our study. This researcher has found a significant positive relationship between job involvement and Happiness. Finally, he has considered happiness levels of the employees as a predictor of affective organizational commitment. [5]. In the other researches Correlation between happiness and level of organizational commitment, has been proven. Based on these results, increase the happiness levels of employees raised significantly their organizational commitment, this is consistent with findings of Dehaghi [4]. Fisher [6] refer to varied aspects of happiness in workplace and organizational environments and in relation to the issue of happiness he suggest numerous aspects such as organizational commitment, job involvement and job satisfaction. He believed happiness levels of employees in the organization, will change their perspective to office (organization) and it is created positive and stable view to this. Fisher noted that the cases will improve the happiness of employees in the organization and deal with pleasant situations in the corporate environment also are as affective factor in increasing staff happiness. Importance of happiness level as effective factor in their organizational commitment is the point that are consistent by results of Fisher. Attend to this point that refer to staff happiness as the one of the working life of employee's components, happiness is introduced as one of the factors that influence the affective commitment and normative organization. These results are consistent with Rathi *et al* [14] in relation to the quality of work life, and its role in organizational commitment and employee happiness. Happiness level of staff represents in other hand the workspace and issues relating to the personal lives of other employees is desirable. Organizational commitment including 3 parts of affective, normative and continuous components that in additional examine the relationship between happiness and organizational commitment in this study, relationship between happiness and components of organizational commitment also has investigated. The findings suggest that there is a significant positive correlation in the findings between happiness and affective component of organizational commitment also recent research shows there is positive and significant relationship between normative commitment and Happiness. According to research findings, more happiness in staff and institutional environment by supplier a part of the happiness then people will have greater and better emotional relationship. Organizational environment is full of friendships and intimate relationships between employees and organizational hierarchy which provide a safe and healthy environment for staff that resulting in increased levels of attachment to the organization [8]. Obviously, people who are viewed organization as home and second life, try to promote organization and this means increasing the effectiveness of the organization [4,8,3,13,17,12]. Monotonous and repetitive activities of the organization reduces employee motivation and desire to organizational activities and even organizational environment and it is finally affect their behavior. But young and amatory staff in any organizations are very active and provide happy environment for all employees [6,5]. However, thoroughbred staff less than other come around another and prefer own room and this means stay in process that lead staff to depression. These staff continued work and hope reach to final their servicing days and retiring, obviously who are experienced and key asset of organization reduce office productivity gradually [19,18]. Friedman test results showed that upmost of organizational commitment is affective commitment then normative and continuous respectively. Richard [15] refer to normative commitment of staff as high organizational commitment aspect since there is safe condition, job and organizational justice also staff understanding organizational opportunities. In this condition they have more loyalty by understanding grow opportunities for staff in office. This study introduce affective (emotional) commitment as the highest aspects of organizational commitment that in this view it is opposite to Richard results [15].

In the other hands, loyal and dogmatic staff will more responsible for success and reaching to goal by office. Obviously, loyal and commitment sense increase productivity [1]. In this way we refer major managers in organization provides happier and succulent environment for increase effective until human forces also have been more loyalty and commitment to office and organizational objects.

In based on results of this study, staff happiness is effective factor in their organizational commitment. Undoubted when staff had been safe morale and varied breezy factors in organizational and personal, life expectancy also increase and work in personal and organizational purposes frame more incentive and positive view to future [6]. Naturally, external factors such as society felicities, age, economic factors, family problems and so have varied effects but have in mind office as second home and family would be increase or decrease happiness levels [2,4,12]. Forming friendship group in organization, high morale of friends and partners, applause of staff try, safety environment and finally have a good management in organization are factors that affect staff happiness greatly [5,17]. In this place, people forget their life problems and found office as safe environment which omit a part of their tension and stresses [8]. Undoubted activity in this environment provide peace and assurance agent and in based of office positive role in improving staff morale, employees also try for organizational activities improvement and preferment.

In based of this results, relationship between happiness and emotional part is upmost correlation level within happiness and organizational commitment components. We read in very organizational management discussions that removing society requirements of people is purpose of forming organizations. People who have research the best activities bed in office grouping, effect on organizational behavior and impressible of it. Staff who have high happiness level, although organization is source of it, have more interest of affective and

emotional to office that continuous to another organization parts such as coworkers, organizational environment, organizational problems, management and etc. [5]. Also in staff happiness relationship and normative aspect on organizational commitment, it would be said employees work the best form if have been good morale and purpose in personal and working life. It provided in first step good sense in employees for try to improving organization and the second step it assure that he/she act perfectly and by this flatting job success patch and their promote [3,7].

The relationship between happiness and organizational commitment is noteworthy topic but it has more sensitivity since organization has key role in improving happiness and health. Obviously, in improving happiness level of society, economic, society and cultural aspects are affective and for this reasons for reach to such aim, we need sacrum of responsible organizations and governments.

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