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IDENTIFICATION OF THE RELATIONSHIP BETWEEN JOB PROPERTIES AND STAFF ORGANIZATIONAL COMMITMENT BASED ON HAKMAN MODEL

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ABSTRACT

Due to the importance of staff commitment in organizations and its influence on increasing the performance in this research, we deal with analysis of the relationship of job elements and organizational commitment to increase staff organizational commitment and maintain this valuable resource. This research is done based on Hackman model. Enhancing the dimensions of job traits, causes the job regarded meaningful, creates the sense of responsibility and awareness of performance results for individual and motivates him and this motivation force causes job satisfaction, performance improvement. Non-leaving the job and less absence and finally causes more job commitment. This study is a descriptive research of survey type. And the method of information collecting in library study and questionnaire. Statistical universe of research includes 210 persons and statistical sample includes 136 persons of staff of Azad university of Qaemshahr, that 27% are women and 73% are men. Data have been analyzed in descriptive and deductive method and then we have interpreted the results of this research. The necessary information for the existing research have been examined in Spss software medium through descriptive statistics and co relational test. The results show that there is a meaningful relationship between job traits such as skill, task importance, feedback and independence with staff organizational commitment. Finally we offer some recommendations into organization managers to increase staff organizational commitment through enhancing the job five dimensions.

Keywords: commitment, organizational commitment, job traits, skill variation, task importance, feedback, independence.

INTRODUCTION

In modern pert bate age that organizations progress toward specializing and continue their close competition, in order to survive in addition to tools and equipment, the committed human force is required as the most principle and necessary element. So the beyyer, the quality of this capital, the more will be the survival and improvement of organization, and on the contrary when organizations can't employ the qualified and committed human force, they won't be able to use other resource such as equipments and primary materials optimally and will face numerous problems such as decrease in efficiency and utilization and finally the will cause the organization to decline.

One of the basic concepts and principles in managing the organizations is regarding the extent of employees' affection and commitment in organization in the other word we can know commitment as a kind of person's emotional affection and task into his / her job environment (Elizur and Koslowsky, 2001).

Managers should pay more attention into this important point proportional with organizations development to solve the involved human force in a suitable manner and use them along with access into the objectives and interests of their organizations. Commitment refers to the fact that an employee dedicates something beyond the requirements of organization (Van Maanen, 1972).

Organizations enjoyment of committed human force causes the employees employ their all endeavor as a member that is loyal to organization and it's objectives and always take action for the successfulness, improvement and utilization of organization.

Due to the importance of employee commitment in organizations and it's influence on performance increase , reducing the absence and non- leaving the joy by employee , in this research we deal with analysis of the relationship of job elements with organizational commitment based on Hackman model. to increase staff organizational commitment and maintain this valuable resource for organization . Thus the study of job traits in Islamic Azad University of Qaemshahr and the study of their relation with commitment will help significantly in increasing employee performance and in fact we seek to see how we can make individuals committed and create the sense of belongingness, loyalty and responsibility and how is the role of importance, variation, identity, feedback and independence on commitment.

Definitions and Concepts

The concept of organizational commitment was studied by white for the first time and then. was developed by many researchers such as (Porter , Moday , Stirez , Allen , Myer and Baker) (Demiray and Krabay , 2008).

The organizational commitment is a dynamic process of interaction among person and environment (Liou, 2008) and is a multidimension structure that can be known a mental state that transforms individuals' loyalty into organization. (Allen and Meyer, 1990).

In Robins commitment is consist of a state the individual knows the organization his / her own identifier and wishes to survive in the membership of organization.

organizational commitment is a view . It's a mental state that represents a kind of tendency, need and necessity to continue job in one organization.

Tendency means heartfelt interest and will to continue service in organization, need means that employee is forced to continue service because of his / her investments in organization, and necessity is consist of debt , responsibility and task that employee has toward organization and is oblige to survive in that organization (Allen and Meyer, 1990).

In the other word, the organizational commitment is a view about employee loyalty toward organization and is a continuous process that through employee participation in organizational decisions, that have payed people attention into organization and the success and welfare of organization. (Rahman Seresht and Fayazi, 2008).

Kanter knows the organizational commitment as a tendency of social agents into granting their own force and loyalty to social systems. In Salansic idea, commitment is a state that with actions and through these actions person believes that wear activities long and maintain their effective participation in make them done. Bokanan knows commitment is a kind of emotional and prejudicial affection into values and organizational objectives (Saroghhi, 1996).

Dimensions of organizational commitment



Although numerous definitions of organizational commitment are found in the literature but each of three subject reflects emotional affection (affective commitment), expenses perception (continuance commitment) and task feeling (normative commitment) (Allen and Meyer, 1990).

- Affective commitment: refers to affective belongness, personal identification and employees attachment. Affective commitment defines as affective attachment and belongness to do work and tendency to survive to continue work in organization.
- Continuance commitment: refers to the advantages and privileges that employee lose when leaning organization. Continuance commitment is based on expenses resulted from organization leaving that in this relation the more staff investments is , the less the possibility of leaving the job by them .
- Normative commitment: refers to the necessity of retaining employees in organization. In this aspect of commitment, people know continuing service and working their responsibility duty and task to pay their debt toward organization. (Moshabaki, 1997).

Effective elements on organizational commitment

Moody has classified the elements that result in higher organizational commitment into three main groups:

1. Personal elements
2. organizational elements
3. Non- organizational elements (Dehghan Marvest, 1999).

Each element can be effective in manifesting different aspects of organizational commitment with different degrees.

- Personal elements: the most major personal element is the amount of belongness and potential connection that employee has in the first day of work in organization. It means that if people exhibit abundant endeavour from beginning, they may be justify the more endeavourer based on their own more commitment toward organization.
- Organizational elements: because job scope the feedback, independence and self-autonomy in job, the job challenge and job significance, increase employee involvement and participation, the ability of participating in job-related decision making is effective on commitment level.
- Non- organizational elements: The important non- organizational elements that cause increase in commitment, is the ability to access job substituents after choosing person-s present job.

Modern Viewpoints about Organizational Commitment

- *Viewpoints about the focuses of organizational commitment:*

✓ Riechers view :

“Riechers” is one of the first researchers about commitment focus, believes that the general concepts of organizational commitment might be conceived better when they have been considered as a collection of commitments. In his opinion employees can experience different commitments for the objectives and values of different groups within the organization. Thus, not only conceiving organizational commitment is important within the organization, but also paying attention into commitment focuses of employees commitment include commitment to managing director, supervisors, work group , colleagues and organization customers and



believes that employee can commit to these focuses , according to the degree of conformity of their objectives and values in different way . (PourRamzan Ganji, 2010).

✓ ***Backer and Billings viewpoint:***

In order to group the commitment focuses, “Backer and Billings” are among the people who are directly committed in low levels of organization such as work group and supervisors and were distinguish them with people who are mainly committed in high levels of organization such as managing director and organization totally. By combining each in low and high levels. they impose four distinct viewpoints that are shown is table I . firstly, people who have less commitment to work groups ,supervisors and managing director and organization are called uncommitted. On the contrary people who exhibit both high commitment focuses are called committed. among these two groups there are people who are not completely committed to managing directors and organization which are considered as trivial (local) committed persons , and the persons who are completely committed in managing director and organization , but are not committed in their super visors and work group , are called (global) general committed persons.

Table1- four different viewpoints of commitment

Supervisor and work group	managing director & organization		
		Low	High
Low	Uncommitted	Trivial(local)commitment	
High	General(global)commitment		Committed

Backer and Billings in a study in a organization of supplier of great army equipments, found that employee views were related to their behaviors.

For example uncommitted people (based on answers of different questions) are more interested to quit their work and less interested in helping others. Instead, people who are placed in committed class were not as such. The people who are trivial and general committed are between these two final groups (pourRamzan Ganji, 2010).

• ***Organizational commitment , unidimensional or multidimensional concept:***

- to accept the objectives and values of organization
- tending toward cooperation with organization to attain their objectives
- desire to remain in organization

In this viewpoint , commitment have been viewed in a unidimensional concept , which is only focused on affective commitment for years, thinkers have changed our perception of Organizational commitment by viewing it multidimensional . These researchers are interested to a more extensive collection of links between employees and Organizations rather than what Porter has been propounded. while Porter concentrates on a described link with the acceptance of organization objectives , the researchers of next researchers has been concentrated on the types of commitment that can be considered to justify person’s behavior and it’s continuance in workplace (Dehghan Marvast, 1999).

✓ ***Multidimensional patterns***

O'Reilly and Chatman were found their multidimensional pattern on hypothesis that based on its commitment, has presented a view toward organization and conveys the mechanisms to create and develop these views. Thus, based on Calmans work (1985), in order to change in behavior and view, O'Reilly and Chatman believe that commitment has three different forms which include:

1. **Submit:** happens when similar views and behaviors are incorporated in a certain direction (Meyer and Herscovitch, 2001).
2. **Identification:** happens when person accept to influence on creating and retaining a satisfactory relationship.
3. **Internalizing:** happens when person's views and behaviors besides the consistency with the existing values is also consistent with the values of organization (Meyer and Herscovitch, 2001).

✓ *Meyer and Allen model:*

Meyer and Allen developed a three-dimensional model based on the similarities and differences that there are in the concepts of unidimensional model of organizational commitment. Their general reasoning was that commitment has lead one into organization direction and linked to it that in conclusion, this linkage will decrease the possibility of job quitting.

They have referred to key differences in kinds of commitment states and three distinct types:

- a) effective connection to organization
- b) identifying the expenses of quitting the organization
- c) foccing to remain in organization

And they believed that commitment might manifests through one of these views or more or the combination of all states (Meyer and Herscovitch, 2001).

In the distinction of these views they have named three kinds of commitment (effective, continuance, normative):

The effective commitment on identifying through involvement in organization with stronger commitment because of their tendency to what they do. (Allen and Meyer, 1996).

Continuance commitment refers to the necessity and tendency to remain in organization because of the expenses that will undergo because of quitting the organization (Allen and Meyer, 1996).

Finally normative commitment conveys a kind of sense of task to retain as a member of organization. In this commitment, staff remain in organization, because the feel they must do service (Allen and Meyer, 1996).

✓ *Angel and Perri model*

Angel and Perri have differentiated between value commitment and commitment to remain based on the obtained results of analysis of the questionnaire of Porter et al organizational commitment. Although, the questionnaire is considered un-dimensional, Angel and Perris analysis manifest two main elements of questionnaire.

One element is determined through the items that evaluate the commitment to remain and the other is determined through the items that measure value commitment (support from organization objectives) (Meyer and Herscovitch, 2001). Value commitment of Angel and perri exhibits the positive tendency toward organization. This kind of commitment refers to mental and affective commitment. Angel and perri's commitment to remain refers to the importance of the interactions of rewards, unseperable participation in an economic exchange. This kind of



commitment refers to the measured commitment based on exchange and continuance commitment (Keykhosravi, 2008).

✓ *Meyer and Schoorman model:*

In Meyer and Schoorman organizational commitment has two dimensions. They called them continuance commitment (will to remain in organization) and value commitment (tendency to double endeavour).

Although there are similarities between the identified organizational commitment by Angel and Perri and Meyer and Schoorman and Allen and Meyer, but there is also a basic difference. Three components of Allen and Meyer's commitment (affective, continuance and normative) principally are different based on the subjective pattern relates the individual with organization. Though, the behavioral result of each three component of commitment is similar and this is continue to work in organization. On the contrary, in Angel and Perri and Meyer and Schoorman models, it is assumed that continuance commitment is related to remain in or quit the organization. And value commitment is related with double endeavour to attain the organizational objectives (Farhangi and Hosseinzade, 2004).

✓ *Penley and Gould model:*

Penley and Gould presented a multidimensional frame work. They made distinction among three forms of commitment with the topics of moral, measured and extraneity. Definition of moral commitment closely is same as

Definition of affective commitment of Meyer and Allen and value commitment of Angel and Perri and Schoorman.

Using Vape measured commitment is consistent with the posed following in O'Reilly and Chatman's model and it might be considered as one form of motivation instead of motivation (Farhangi and Hosseinzade, 2004).

Approaches to increase organizational commitment:

- raising affective connection in employee and making them more involved with organization objectives;
- evaluating employee performance in order to create job feedback;
- participating employee in decision making;
- describing organizational objectives and missions;
- job richness;
- relative independence to do duties;
- omitting discriminations and people unsuitable relations in workplaces;
- improving internally;
- suitable ground to create creativity and innovation in employee (Amstrong, 1998).

Pattern of Job Traits

A special theory that Turner and Larence presented based on job prerequisites made the foundation of something that job traits can be defined through it and recognize the relationship between motivation, and job satisfaction. Namely Richard Hackman and Greg Eldham can present the pattern of job traits (based on it) (Rabins, 2004)



Richard Hackman et al. Wanted workers to have a high motivation to do they work, they considered five dimensions of job. According to the pattern of job traits, any kind of work can be conveyed with respect to five main dimensions of work as fallow: (Stoner et al., 2003).

- Skill Variaty: The extent or degree that job needs different skills and worker should has such skills.
- Task identity: The extent or degree that job type completely becomes indentified.
- Task significance: The extent or degree that job can have influence on other people.
- Feedback: The extent or degree that the obtained results of done work is given to person.
- Autonomy: The extent or degree a worker or employee has autonomy or independence (Rabins, 2004).

Redesigning the Job Traits

As each employee has proportion with job in the best manner, then forcing them to do work through resorting to the methods such as forcing and persuasion is not necessary. In the other word, they try to do their best in order to access to rewards and also personal satisfaction. In order to describe this problem better, posing one question can be helpful what one will get, when he/she tries to do his/her job with more endeavour and utilization?

When there is proportion between person and his/her job, the answer is that he/she feels satisfaction or finds a desirable view toward him/herself and the job he/she does. The term which is usually used to describe this state is internal motivation. A good performance itself is a kind of personal reward that naturally as a motivation causes the person to do his/her best and keep on working. As the weak performance creates a kind of undesirable feeling in person, so he/she tries to avoid the unpleasant implications and results in future through more endeavour and gets internal reward through better performance (Dehghan Marvast, 1999).



Creating necessary conditions for internal motivation:

In order to create the internal motivation in employee generally there should be three basic states. Firstly, person should assumed the job significant in his own value system framework when a job is done, is insignificant such as putting a paper clip in a box, so person won't have internal motivation. In the second stage person should feel responsibility in the face of work results.

As one find out that the performed job quality more depends on external factors such as methods and instructions. Supervisors or other employees than his/her creativity or endeavour, so there is no reason one feels happy because of doing suitable job or feels sad because of doing unsuitable job. Finally one can be informed of his/her job results. In the event that works are regulated is a way that person is not able to evaluate it's own performance quality, then how can feels pleasant and desirable while performing the right job and feels unpleasant and undesirable while performing the wrong job. (Dehghan Marvast, 1999).

Motivation potential score or MPS

Since a certain job can be in a high level in one of job traits or more and at the same time is completely low in other properties. So, determining the state of one job based on all properties and characteristics can be useful. This affair is done through preparing one index, combined of five job traits. After obtaining privileges motivation polential score cav be obtained through this formula (Moghimi, 1998):

$$\text{Motivationpotential} = \frac{[\text{Tasks variation} + \text{Task identity} + \text{Tasks importance}]}{3} \times \text{Autonomy} \times \text{feedback}$$

As it is deduced as above formula, the job which has high motivation potential, should at least has one of three dimentions of job which increase the meaningfulness of job and also possess high level in autonomy and feedback.

Adjusting elements and factors:

Some of employee who has high motivation improve and sometimes decline. There are many properties that have influence on how employee affect toward their jobs, that among them three properties in relation with the perception that who exhibit positive reaction toward high motivation potential score and who react negatively is significant (Dehghan Marvast, 1999).

- *Knowledge and Skill:*

Creating a pleasant feeling while performing good and unpleasant feeling while manifesting weak performance, is the internal motivation main characteristic. The low level of job motivational potential, person's internal motivation is in a low level and person's feeling is not under the influence of how to work well. In contrast, when job has a high level of motivational potential, then the desirable performance has become enforced and weak performance leads to sad feeling.

- *Growth Need Strength:*

High level of job motivational potential provides significant opportunities in relation with creating personal commitment toward performing job, his/her own training and directing. So all people don't make any value of such opportunities.

Thus this question is posed that what characteristics and properties do people have who exhibit a positive reaction toward the complexity and laboriousness of job and who are not so?

Some of researchers have refered to the element of cultural ground as one of the elements effective on need strength. As an example, rural people might accept job norms more than urban people and so reflect more positive reaction. The other theory about need strength is that these are person's mental needs that encompass critical importance in determining how people react toward raising job motivational potential. Some people feel the strong need to personal progress, training, developing and improving capabilities in themselves, it is said that some people have strong need of growth and it is anticipated that when their job is complex and laborious, their internal motivation increases. Some other possess weaker growth need.

- *Satisfaction resulted from factors related to job context:*

Employees who are partially satisfied with their wage, job security, colleagues and supervisors, react more suitably toward the richness and laboriousness of their jobs than unsatisfied employees.

Overview of related researches

- Najme Omid Arjanki (2008) in a research under the title of examining the relation between job properties with organizational commitment and job attachment of Isfahan petrochemistry employees concludes that there is a meaningful relation between job traits with organizational



commitment, job attachment, continuance commitment and normative commitment of employees.

- Rahimi in a research which deals with the study of the relation between job traits (based on Hackman – Oldham) with job satisfaction of employees of Tehran southwest power distribution company that the main hypothesis shows that there is a meaningful and direct relationship between job elements with job satisfaction in employee viewpoint.
- Afrouz Dehghan Marvast in a research under the title of the study of relationship between job traits with organizational commitment of employees of Isfahan Melli Bank, shows that there is a meaningful relation between job traits such as skill variation, task significance, task identity, feedback and autonomy with employees' continuance commitment and normative commitment.
- Stires(1977) examined the relation of four job traits of autonomy, Skill variation, feedback and task identity with employees' organizational commitment and found that these variables are introduced the regression model in group, has a meaningful relation with commitment and there was no meaningful relation between task identity, autonomy and feedback.
- In other research by Shao Lung Lin and An Tien Hsieh (2004) only one meaningful but little relation has been found between skill variation and commitment and feedback variable also had has a meaningful but unlike the expectations negative relationship.
- Danham et al, (1994) conveyed that there is a meaningful relation between five dimensions of job traits of Oldham and Hackman and organizational commitment, although they only refer to a trivial relationship between job traits and commitment.



Research conceptual model

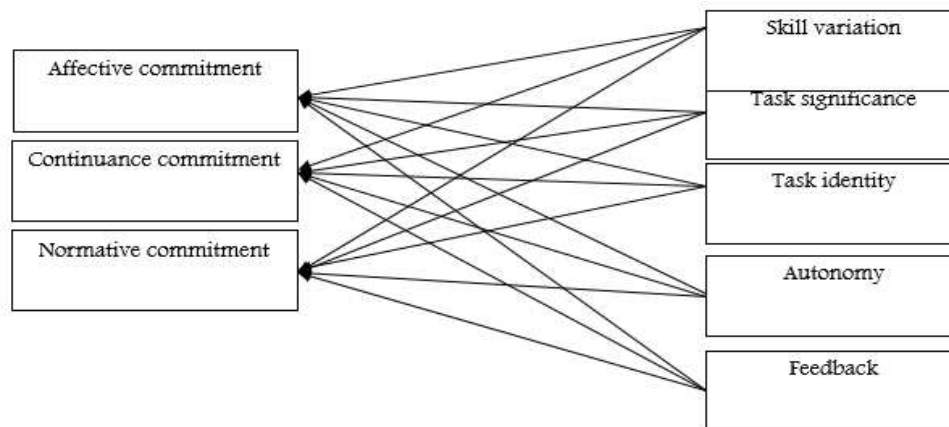


Figure 1: Research conceptual model

Research Objectives

Research main objectives

The main objective of this research is to identify the job traits and employees' organizational commitment, then we deal with the intensity and direction of this relation.

- To identify the amount of correlation of job traits with employee organizational commitment;
- To recognize the priorities of effective job traits on employee organizational commitment;

- To introduce the suitable problems to train employee commitment to organization based on theoretical views and according to research findings;

Hypothesis

Main hypothesis:

There is meaningful relationship between job traits and person organizational commitment.

Secondary hypothesis:

- There is a meaningful relationship between skill variation and person's organizational commitment.
- There is a meaningful relationship between job significance and person's organizational commitment.
- There is a meaningful relationship between job identity and person's organizational commitment.
- There is a meaningful relationship between job autonomy and person's organizational commitment.
- There is a meaningful relationship between job feedback and person's organizational commitment.

METHODOLOGY

In this research, researcher deal with analysis of the correlation between job traits and employee organizational commitment through correlation coefficient. The statistic universe of the present study includes all employees that work in "Islamic Azad university of Qaemshahr" and at least have the degree of diploma. They are 210 persons that 57 persons are woman and 153 persons are men.

Sample volume has obtained 136 persons through Korjesi and Morgan table. In this method, simple random sampling has been used.

Information collecting method:

The main method of information collecting in this study is questionnaire method which is one of the very common methods to collect field information which make the information collecting possible in vast level. In this direction management specialized articles that deal this subject was used. Access into specialized articles took place through internet and university libraries. Information related to measure research data was collected with a valid questionnaire. This questionnaire had 30 items and respondents were asked to pronounce their views about each items based on Likert Scale (completely agreed, agreed, a little agreed, impartial, a little disagreed, disagreed and completely disagreed).

Study and analysis of hypothesis:

Table 2- scores of job elements and score of job motivational potential

Job elements	Skill variation	Task identity	Task significance	Autonomy	Feedback	Job traits
Score	4,6887	4,3428	4,9969	2,0157	2,1698	3,6428
Mps	$((4,6887+4,3428+4,9969)/3) * 2,0157 * 2,1698 = 20,45$					

Table 2 shows the scores of job elements. The element of task significance have the most score and autonomy has the least score.

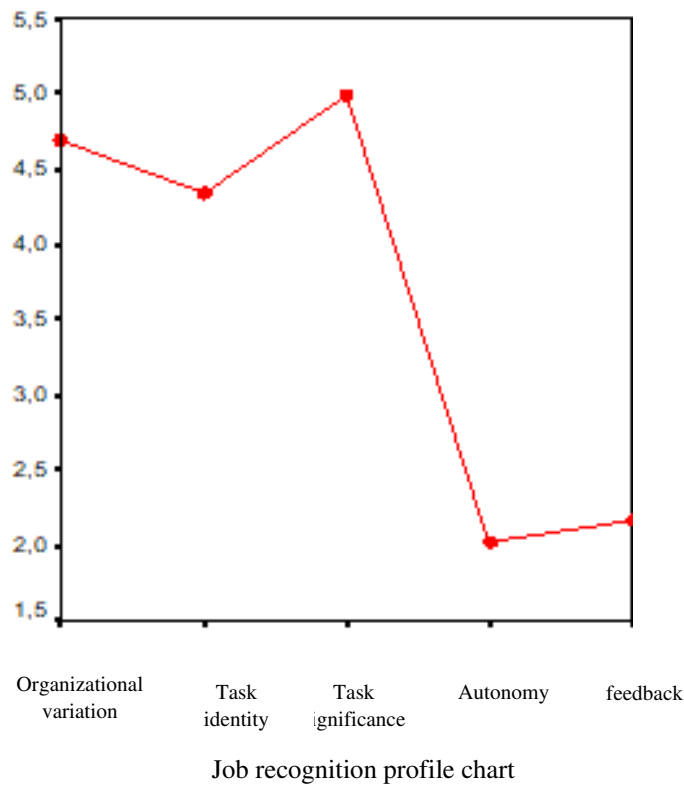


Table 3- The average of job elements based on gender variable

employee gender	Skill variation	Task identity	Task significance	Autonomy	Feedback	Job traits
Female	4,4775	4,4505	4,7207	1,9189	2,0450	3,5225
Male	4,8019	4,2850	5,1449	2,0676	2,2367	3,7072

Table 3 shows that the average of all job elements except tasks identity in all indexes is more in men views than women.

Table 4- The mean of organizational commitment based on gender variable

gender	mean
Female	4,6270
Male	4,9623
Total	4,8453

Table 4 shows that the organizational commitment in male is more female.

Table 5: Correlational coefficient between organizational commitment and job elements by gender.

Organizational commitment	Skill variation	Task identity	Task significance	Autonomy	Feedback	Job traits
Male	,124	,030	,434	,408	,325	,44
Female	,447	,357	,683	,628	599	,72

Table 5 shows that the Correlation between organizational commitment and all organizational job elements in women is more than men. And in job elements, the element of skills significance encompass the most correlation with organizational commitment among men and women.

Main hypothesis: There is a meaningful job traits and employee organizational commitment.

Zero hypothesis: There isn't a meaningful relation between job traits and employee organizational commitment.

Opposite hypothesis: There is a meaningful relation between job traits and employee organizational commitment.

$$\left\{ \begin{array}{l} H_0: p = 0 \\ H_1: p \neq 0 \end{array} \right.$$

Table 6- meaningfulness test of relation between job traits and organizational commitment.

		Organizational commitment	Job traits
Organizational commitment	Pearson Correlation	1	,567(**)
	Sig. (2-tailed)	.	,000
	N	106	106
Job traits	Pearson Correlation	,567(**)	1
	Sig. (2-tailed)	,000	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)

Above table shows that the correlation coefficient is 0.567 between job traits and organizational commitment and descriptively it can be said that the relation between these two variable is positive in respondents views, and according to the fact that sig equals zero and alpha is 0.05 more than sig, so the supposed hypothesis has been rejected and research hypothesis is verified, namely there is a meaningful relation between job traits and employee organizational commitment.

First secondary hypothesis: There is a meaningful relationship between skill variation and employee organizational commitment.

Zero hypothesis: There isn't a meaningful relationship between skill variation and employee organizational commitment.

Opposite hypothesis: There is a meaningful relationship between skill variation and employee organizational commitment.

$$\left\{ \begin{array}{l} H_0: p = 0 \\ H_1: p \neq 0 \end{array} \right.$$

Table 7: meaningfulness test of relation between Skill variation and organizational commitment

		Organizational commitment	Skill variation
Organizational commitment	Pearson Correlation	1	,261(**)
	Sig. (2-tailed)	.	,007
	N	106	106
Skill variation	Pearson Correlation	,261(**)	1
	Sig. (2-tailed)	,007	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)

Above table shows that the correlation coefficient equal 0.261 between Skill variation and organizational commitment and descriptively it can be said that in respondents viewpoint their relationship is positive, and according to the fact that sig has been 0.007 and alpha is 0.05 more than sig, as a result the zero hypothesis is rejected and research hypothesis is confirmed, namely there is a meaningful relationship between Skill variation and employee organizational commitment.

Second Secondary hypothesis: There is a meaningful relationship between job significance and employee organizational commitment.

Zero hypothesis: There isn't a meaningful relation between job significance and employee organizational commitment.

Opposite hypothesis: There is a meaningful relation between job significance and employee organizational commitment.

$$\left\{ \begin{array}{l} H_0: p = 0 \\ H_1: p \neq 0 \end{array} \right.$$

Table 8: meaningfulness test of relation between job significance and organizational commitment.

		Organizational commitment	Task significance
Organizational commitment	Pearson Correlation	1	,545(**)
	Sig. (2-tailed)	.	,000
	N	106	106
Task significance	Pearson Correlation	,545(**)	1
	Sig. (2-tailed)	,000	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)



Above table shows that the correlation coefficient between job significance and organizational commitment is 0.545 and descriptively the relationship between these two variable is positive in respondents' viewpoint and according to the fact that sig is equal with zero and alpha amount namely 0.05 is more than sig. consequently zero hypothesis is rejected and research hypothesis is confirmed. It means that there is a meaningful relation between job significance and employee organizational commitment.

Third Secondary hypothesis: There is a meaningful relationship between job identity and organizational commitment.

Zero hypothesis: There is no meaningful relation between job identity and organizational commitment.

Opposite hypothesis: There is a meaningful relation between job identity and organizational commitment.

Table 9- meaningfulness test of relation between job identity and organizational commitment.

		Organizational commitment	Task identity
Organizational commitment	Pearson Correlation	1	,115
	Sig. (2-tailed)	.	,241
	N	106	106
Task identity	Pearson Correlation	,115	1
	Sig. (2-tailed)	,241	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)

Above table shows that the correlation coefficient between task identity and organizational commitment is 0.115 and descriptively we can say that the relation between these two variable is positive in respondents' view and according to the fact that sig equals with 0.241 and alpha namely 0.05 is less than sig. so the zero hypothesis is confirmed and research hypothesis is rejected, in the other words, there is no meaningful relation between Task identity and organizational commitment of employees .

Fourth Secondary hypothesis: There is a meaningful relationship between autonomy and organizational commitment.

Zero hypothesis: There is no meaningful relation between autonomy and organizational commitment.

Opposite hypothesis: There is a meaningful relation between autonomy and organizational commitment.

Table 10- meaningfulness test of relation between autonomy and organizational commitment.

		Organizational commitment	autonomy
Organizational commitment	Pearson Correlatio	1	,490(**)
	Sig. (2-tailed)	.	,000
	N	106	106
autonomy	Pearson Correlation	,490(**)	1

	Sig. (2-tailed)	,000	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)

Above table shows that correlation coefficient between autonomy and organizational commitment is 0.490 and descriptively the relationship between these two variable is positive in respondents' viewpoint and according to the fact that sig is equal with zero and alpha amount namely 0.05 is more than sig. consequently zero hypothesis is rejected and research hypothesis is confirmed. It means that there is meaningful relation between autonomy and employee organizational commitment.

Fifth Secondary hypothesis: There is a meaningful relationship between job feedback and organizational commitment.

Zero hypothesis: There is no meaningful relationship between feedback and employee's organizational commitment.

Opposite hypothesis: There is a meaningful relation between feedback and employee's organizational commitment.

$$\begin{cases} H_0: p = 0 \\ H_1: p \neq 0 \end{cases}$$

Table 11- meaningfulness test of relation between feedback and organizational commitment.

		Organizational commitment	feedback
Organizational commitment	Pearson Correlation	1	,434(**)
	Sig. (2-tailed)	.	,000
	N	106	106
feedback	Pearson Correlation	,434(**)	1
	Sig. (2-tailed)	,000	.
	N	106	106

**correlation is significant at the 0.01 level (2-tailed)

Above table shows that correlation coefficient between feedback and organizational commitment is 0.434 and descriptively the relationship between these two variable is positive in respondents' viewpoint and according to the fact that sig is equal with zero and alpha amount namely 0.05 is more than sig. consequently zero hypothesis is rejected and research hypothesis is confirmed. It means that there is meaningful relation between autonomy and employee organizational commitment.

CONCLUSION

According to data analysis and the results of results of performed tests, now we list the field conclusions obtained from this research briefly.

1. There is meaningful relation and correlation between job traits and employee's organizational commitment in level $\alpha = 0.05$ (0.567) that implies the positive relation of job traits and organizational commitment.



2. There is a meaningful relation between skill variation and employee's organizational commitment in level $\alpha = 0.05$ (0.261). It means that the more job includes various task, the more organizational commitment increases so that one can use various skills and abilities.
3. There is a meaningful relation between task significance and employee's organizational commitment in level $\alpha = 0.05$ (0.545) and by comparing correlational coefficient of task significance and employee's organizational commitment than other job characteristics is evident that the relation between task significance and employee's organizational commitment is stronger than other characteristics. It means that when employees' perception of their job significance and influence and the life of other people in organization and out of it becomes more than what can increase organizational commitment.
4. There is no meaningful relation between task identity and employee's organizational commitment in 95% of coefficient level so task identity and organizational commitment have no influence on each other.
5. There is a meaningful relation between job autonomy and organizational commitment in level $\alpha = 0.05$ (0.49). It means that the more authority and freedom employee have during working and determining work stage, the more effective are them on organizational commitment.
6. There is a meaningful relation between feedback perception and organizational commitment in level $\alpha = 0.05$ (0.439). It means that the more is the obtained results of performed jobs and information is given to employee directly, it will increase organizational commitment.

Recommendations

1. job cycle or work flow is one of the methods can resolve the daily jobs monotonousness and decreases fatiqueness by making the employee's activities varied which this method offers that employees deal with another job in the same job level. Another solution that can be recommended to make their task varied is job promotion.
2. In order to present feedback into employee it is recommended that every employee of University present a report of his/her performance at end of day to their related supervisor and receive a feedback of their daily activity to become informed of the results of their action. This feedback can have many positive influence because it is given in a rapid and direct way into employee and helps the employee to evaluate and their daily works and modify their mistakes, improve their performance and planning with more awareness for their activities. Also it is recommended that the designed evaluation form has been evaluating employee activities each six months and present the related results to them.
3. Due to vastness of activities and tasks, performing one activity from beginning to end can not be delegate into one employee, but also each employee is responsible of a part of work, and in order to maintain the solidness an activity, a work group can be for mulated for that activity that besides creating and maintaining task identity, employees can have an obvious and evident cognition of whole activity. Thus, because of lack of autonomy and complete action freedom in work and low level of job identity, it is recommended to University headmasters that increase the sense of commitment in employees through increase in job significance for employees.
4. Task significance depends on the basics and thinking beliefs of each person which is considered the external element and out of organization control.

In this relation, the primary options to recruit the most suitable people and similarly the socialized processes of employees after entrance into organization can be considered as methods to accompany people with organization values. In this regard, the partial confidence will be obtained that organizational tasks are assumed valuable in behalf of members.

Also employees can attend in educational courses in beginning of employment course and each some years that culture creating and organizational socialization take place, the job sensitivity and significance can be conveyed of university missions and objectives and each roles of employees became addressed in order to obtain objectives became addressed in order to obtain objectives and missions.

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