

## **Relation Between Commitment and Organizational Culture in Staff Field of Vocational and Technical Training in the Country**

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**Abstract:** The main aim of this Research was study and evaluated on relation between commitment and Organizational culture in field staff of Vocational and Technical training in the country. Research implemented by attributive method (Correlation) and 217 employees from vocational and training Organization base on Jersey & Morgan table and random-stratified sampling method selected as Research sample. Facilities in this Research included: culture Organizational and commitment Organizational questionnaires. Collected data by using of Stepwise regression analysis and Pearson correlation analyzed and obtained findings from Research showed that the main Research hypothesis of study between organizational commitment and organizational culture and special hypotheses of organizational commitment (Sentimental, continuous and normative commitment)and culture organizational exist a positive and significant relationship.

**Key words:** Organizational commitment, Organizational culture, Vocational and Technical training Organization

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### **INTRODUCTION**

Today, one of the aspects of power and Organizational distinction, having desirable organizational culture. Each set of organizational culture, is mirror view of all the features, attributes, Strengths and weaknesses of that Organization, and shows internal and external faces of staff's adherence to values, beliefs, attitudes and other related beliefs (Ahmadi *et al.*, 2010). Study on organizational culture of an organization is important because through this point to the weaknesses and the differences between the existing situation and find what is the optimum visibility of the organization's employees. However,\* in this delicate issue from the perspective of employees with mental reserves on one hand, due to continuous business success and presence of a strong corporate culture with employees who are certainly the main motivation expressed their main organizational commitment, persistence in maintaining the responsibilities, work ethics, safety, It is no secret to anyone (Herskvits 1984, p. 173). Successful organizations in the world, especially those who have traveled to a high level of road safety claimed that many of these successes obtained by reinforcing their organizational culture. The topic of organizational culture in any organization, it's obvious, success in implementing new practices and new technical management requires support from the organizational culture. Goals of any organization depend on the coordination of organizational culture as an indicator of the staffing situation developed strategy. Organizational culture related with the characteristics such as effectiveness and staff satisfaction (Lewin 1947, p.5). Approaching to short and long term goal for each organization, without serious resolute, internal acceptance and self-attempt of staff is not possible so to achieve these goals is when, internal commitment of each staff have stable aims, methods and plan to reach to organizational goals and practically attached to their job(Golparvar 2006.p.42-43). Therefore, impression of organizational culture on staff and organizational members are too much which predict their feelings, attitudes, view and their probable reach on future incident. Organizational culture in fact is supplement performance of the organization. The richness of this culture caused to create empathy among the individual members and organizations to help them to stand in one queue. Role that culture organization plays in an organization's performance and also its impact divided on different

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parts of the organization.

**Implemented Indoor and Outdoor Research:**

1. Mohammad Reza Maleki *et al.*, (2010) in their article as the dimensions of organizational culture and organizational commitment in Sadoughi Hospital concluded that organizational commitment of employees with two dimensions of organizational culture (teamwork and reward mechanism) has a significant relationship But the other two dimensions (education and development and organizational communications) there is no significant relationship.
2. In a survey conducted by Mosadghrad (the relationship between organizational culture and commitment of hospital staff in Isfahan) the results showed that the average score of organizational commitment in Isfahan University hospitals evaluated average and average dimensions of creativity and risk-taking culture in the Asfahan university hospitals were 2.75 + 0.52 and 2.43+0.69 out of 5 points (too low). Also, the organizational structure (organic / bureaucratic) and organizational commitment was a significant relationship (P = 0) between organizational culture (strong - weak, moderate) and organizational commitment there was no significant relationship.
3. Wen-hsien Hou and *et al.*, (2009) Carried out a study on 532 nurses in hospitals in southern Taiwan have concluded that a nurses' job satisfaction have positive impact on their organizational commitment.
4. A Research conducted at the University of Waikato by Melissa Hooper (2009) found the result of a direct and positive relationship between three factors of social satisfaction, job satisfaction and organizational commitment. While these factors were inversely related to job leaving. This study showed that managers need to have good relationship with their employees to increase job satisfaction and organizational commitment in their organizations.
5. Sanyvng Park and *et al.*, (2008) in a study with the title "Effect of extension on development programs of human resources on job satisfaction and organizational commitment among 12,534 staff from various organizations in South Korean their data that had been collected by a governmental research institute in field of education and professional development concluded that offering development programs by the organization and staff participation in them have a strong and positive relationship with the organizational commitment of staff.
6. In another study by Yvghsh Avadhay and *et al.*, (2010) "To measure the effect of job satisfaction on organizational commitment among 124 middle managers which supported a strong relationship between job satisfaction and organizational commitment.

In an organization, culture plays a different role, or responsible for various tasks. First, organizational culture determines the boundaries, means that is separate from the organizations. Second inject a sense of identity to the body of Organization members. Third, Culture cause to create a kind of commitment among people to something that (that things) is much more than of person resources. Fourth, culture cause stability of social system.

In decade of 1990s, the role of culture as a factor has a great importance that can influence on behavior of members of an organization. Existing phenomena as "common understanding" which is a gift of a culture approved this fact that all organizational members should lead on one direction (Rabins 2002.p 1068). Different definition about organizational culture has given, but here preferred to focus on some of the common definition only. Some of these scientists and connoisseurs persist on the value of organizational culture. Organizational culture shows common understanding of organizational members that their behavior influences on them. In every organization, there are values, symbols, ceremonies and myths that change during times, this common values determined how staff understand the world and respond to it (Ranbins 2005.p.52). Culture is a key collection of values which accepted widely by their organizations members (Tsui&others 2006p.117). Some other environmental factor noticed to the definition of organization factor. Ebgard shine, think that culture is a symbol of fundamental difficulties of external adjustment and internal integration from known group, created, detected or developed. (Schermerhorn and others 2005,p.438,416). The most important part of an organization made by values, all members of organization participated in according to this values, internal behaviors' of an organization will form(Hiji Karimi 2004.p.108).Many of connoisseurs agree on this issue that the purpose of an organizational culture is system of common understanding which member have with each other in organization and this specific character caused to separate two organization from each other. System members with common understanding of that make sets of main characters which organization worth to them and value as well. It seems that there are 7 characteristic which introduce the organizational culture they are as followed.

1. Innovation and risk-taking: the extent to which employees are encouraged to be innovative and risk.
2. Attention to detail: the extent to which employees must pay to detail, accurate and analyze things.

3. According to presents: the extent to which management should pay attention to results and achievements (and not to the executive methods which has led to this result).
4. Paying attention to members: the considerable amount of management (the decision-making and to involve people) to show members of the organization.
5. According to the team: the extent to which tasks and activities around the team (not individuals) are concentrated.
6. Ambitions: quantity or the degree to which individual and organizational members are ambitious and extravagant (and not always are handed over to the following).
7. Stability: The amount or degree of organization that insists on maintaining the status quo (this process is incompatible with growth and development). Each of these features are placed on a spectrum that ranges elongate from very low to very high, So if we consider the organizational culture from these seven attributes, full picture can be obtained This picture is based on a basis that reflects the feelings of the members which shared their common perceptions, way of doing things, or their behavior (Rabins 1999. P.1059.1060).

***Three-part Model of Organizational Commitment Include:***

1. Emotional commitment: This part of the organizational commitment is defined, as a belonged to an organization that through its organizational values and desire to characterized by tendency to persistence in the organization.
2. Normative commitment: Perceived as a duty to support organization that is defined and expresses the sense of duty and obligation to remain in the Organization, Continue to operate and support the organization's task on their neck.
3. Continuous Commitment: Increased understanding costs due to lost in an organization. Lost Costs are costs of lost work or a project that will not be recovered. So if anyone has a continuous commitment, will be sensitive to increase the proportion of such costs. Providers of these model, believed that normative, continuous and emotional commitment considered as components, till specific types of it,because if they are certain types of commitment, Individual member, Little sense of duty and obligation he feels to stay in his or her organization ( Sadeghi far 2007. P 38).
4. Commitment is a psychological state of desire, need and obligation to provide employment in the organization. "Emotional commitment" which concern to emotional dependency of people in the organization, " continuous Commitment " desire to Leave to remain in the Organization for sake of leaving costs or rewards for staying in the organization. Finally, "normative commitment" Sense of obligation reflects to remain as a member of the organization (Chang *et al.*, 2007p.320).

***Research Hypothesis:***

***Main Hypothesis:***

There are relationship between organizational commitment and organizational culture, technical and vocational education.

***Specific Hypothesizes:***

1. There is relationship between emotional commitment of employees and organizational culture.
2. There is relationship between continuous commitment of employees and organizational culture.
3. There is relationship between continuous commitment of employees and organizational culture.
4. There is relationship between normative commitment of employees and organizational culture.

***Research Method:***

With regard to research aim, present study is attributive and type of correlation. The statistical population of presented study comprises all employees of Technical and Vocational education in Tehran, total number of employees 514 which 329 are males and 185 are females. Research Sample was determined 217 people by using of Krjsty and Morgan table. sampling method in this study was stratified- random sampling method. Tools applied in this research had two measures:

1. Organizational Culture Questionnaire: The questionnaire includes 56 choice questions with five option based on Likert range and was designed by Stephen Rnynz and components (creativity, risk, attention to present (finding), attention to detail, attention to the members of the organization, results of decisions on employees, attention to the ambitions, ambitions and stability and impetuosity) are the measures to analyze and assess the data.

- Organizational Commitment Questionnaire: This questionnaire is standard and has 24 choice questions with five options according to the Likert range and designed by Alain and Pierre in 1990. Validity of the questionnaire form and content of it after necessity revised and required by the experts and the reliability of questionnaire through coefficient obtained by Alpha Kornbagh which the amount in cultural organization questionnaire were 90% and for commitment organizational questionnaire %84 respectively. For Test data analysis and stepwise regression analysis used Pearson correlation coefficient.

**Test Research Hypotheses:**

To test the Research hypothesis at first are shown the result of correlation coefficient among different variables in Table 1.

**Table 1:** correlation coefficient of variables organizational and predictor's variable.

	1	2	3	4
organizational culture	0/341	0/310	0/316	0/444
predictor variables				
emotional	-	0/356	0/634	0/899
continuous	-	-	0/392	0/590
normative	0/826	-	-	-
organizational commitment				

P<0/05, P<0/01

To determine the best variables predictor used stepwise regression model, obtained result showed in table 2, mentionable that three variables entered to the model included: organizational commitment, emotional, normative.

**Table 2:** Summary of stepwise regression of emotional, normative variables and organizational commitment.

Step prediction component	R	R <sup>2</sup>	reduced R	standard error
Org commitment	0/444	0/197	0/193	30/6852
Org commitment, emotional	0/463	0/44	0/207	30/4183
Org commitment, emotional, normative	0/491	0/241	0/230	29/9659

Above table showed the summary. According to given data in table, it's clear that in model 1, organizational commitment number entered to model and this variable can describe about 20 percent of variance (R<sup>2</sup>=0/197).

In second model by adding emotional variable to organizational commitment variable about 2 percent added to variance and could explained about 21 percent of variance which related to culture organizational variable. In model 3 by adding normative to the variables. Model 2 could added about 3 percent variance and explained about 24 percent of the total variance. Obtained result to determine the regression analyzed coefficient and determine significant predictability for independent variables and adjust regression in table 3.

**Table 3:** stepwise coefficient analyze regression.

Not standard Coefficient				Standard coefficient		
Model	component	slope coefficient	standard error	P	t	Beta
1	Constant No	50/470	12/648		3/990	....
	Organizational commitment 1/227				7/257	0/444
2	Constant No	32/687	14/940	/030	21/188	.....
	Organizational commitment 1/979		0/382	5/176	0/716	
	Emotional	-1/466	0/670	/030	-2/188	-0/303
3	Constant No	24/924	14/988		1/663	/098
	Organizational commitment 3/170	0/575			5/511	1/146
	Emotional	-2/351	0/735	/002	-3/200	-0/485
	Normative	-2/456	0/896	/007	-2/741	-0/323

With regarding to result of the above table and its significant F in table 3 analyze variance and t in above table for model 1 can write regression as followed.

$$Y=a+b_1x_1$$

(Organizational commitment variable) slope+constant No=organizational commitment prediction So by substituting coefficient in above formula, organizational culture prediction equation from organizational

commitment is as followed.

Organizational culture=50/470+1/227(organizational commitment)

In above model whatever amount of organizational commitment raise, prediction will raise for organizational culture.

Regarding to the result of table 3 its clear that amount of standardized B related to organizational commitment equal to 0/444 this showed that organizational commitment variable directly influence on organizational culture. Therefore by increasing one unit in organizational commitment 0/444 unit added to organizational culture.

Regression equation model 2 is as followed:

$$Y=a+b_1x_1+b_2x_2$$

(Emotional variable) slope+ (organizational commitment variable) slope+ constant amount= organizational culture prediction.

By substitution of coefficient in above formula, predicted organizational culture equation from organizational commitment variable and emotional will obtain:

Organizational culture=32/689+1/979(organizational commitment)-1/466(emotional)

With regarding to the amount of slope, whatever the amount of organizational commitment raise and the amount of emotional less prediction for organization culture will raise.

With regarding to the B standardized related to organizational commitment variables (0/716) and emotional (-0/303) it's clear that organizational commitment variables directly influence on organizational culture but emotional variable inversely influence on the organizational culture prediction.

$$Y=a+b_1x_1+b_3x_3$$

(Normative variable) slope+ (emotional variable) slope + (organizational commitment) slope +constant No+ organizational culture prediction

By substituting coefficient in above formula result obtained as followed.

Organizational culture prediction =24/924+3/170(organizational commitment)-2/351(emotional)-2/456(normative)

With regarding to the amount of slope, whatever the moun of organizational commitment become more and emotional and normative less, the prediction amount of organizational culture will rise.

With regarding to B standard and significant of t test it showed that organizational commitment variable directly influence on the organizational culture. Also emotional commitment variable and normative commitment inversely influence on organizational culture.

### **Discussion and Conclusion:**

Obtained result from Pearson correlation coefficient indicated positive and significance relationship between organizational commitment and organizational culture ( $r=0/444$ ,  $p=0/000$ ) this result is in one direction with Malake & *et al* (2010), Mosadegh Rad (2003), Naseree &etal (2008), Abzarye and Dehlave (2009) and Leem (2010), Mack Moory, Pace and Scot study.

To create more organizational commitment among employee means there is a loyal work force, consistent with organizational values and goals tends to maintain a membership of the organization that is beyond the tasks assigned, work and can bring better organizational culture.

### **The First Hypothesis Test Results:**

Results of the Pearson correlation coefficient indicates a positive and significant relation between the emotional commitment of employees and organizational culture ( $r=0/341$ ,  $p=0/0000$ ) the results of the research findings is consistent with Jafari & *et al.*, (2009) also with the research results of Ugash Avadhay & *et al.*, (2010)and Wen-hesien Hou & *et al.*, (2009) as well. Given the increasing commitment to the field of emotional factors that cause employees to feel that they belong to their job and establish emotional ties with their Organizations and can create better organizational culture.

### **The Second Hypothesis Test Results:**

Obtained results of the Pearson correlation coefficient indicated that there are small but positive and significant relationship between continuous commitment of employee and organizational corporate culture( $r=0/310$ ,  $p=0/000$ ). The result of research findings is consistent with the Tavallaie and Bagheri (2010)

and also with the results Melissa Hooper (2009) and Fenagan (2000). With more attention to areas of continual commitment turnover and delay in leaving duty can establish better organizational culture.

***The Third Hypothesis Test Results:***

Given results of the Pearson correlation coefficient showed there is no significant relationship between positive and normative commitment of employees and organizational culture ( $r=0/316$ ,  $p=0/0000$ ). This result is consistent with the research findings of Mousavi (2009) and Zahid Babylon (2009) and also with the results of Sanying Park & *et al.*, (2008). With increasing attention to areas of normative commitment which is based on people's sense of moral duty, obligation and Loyal committed can create a better organizational culture.

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