Teacher’s Job Attitudes: Comparison and Relationship between Organizational Commitment and Job Involvement among Physical Education Teachers of Iran

1Farshad Emami, 2Nariman Bavarsad Omidian, 3Seyed Mohsen Fazel Hashemi, 4Mitra Pajoumnia,
1Department of Physical Education, Ph.D. Student of Pune University, Pune, India
2Department of Politics and Public Administration, Ph.D. Student of Pune University, Pune, India
3Department of law, Sabzevar branch, Islamic Azad University, Sabzevar, Iran
4Department of English and Cultural Studies, PhD. Student of Panjab University, Chandigarh, India

Abstract: The purpose of this research was to study the relationship between Organizational Commitment and Job Involvement among the male Physical Education Teachers at seven educational districts in Mashhad of Iran. This was functional and descriptive-correlation. 182 people were selected by sample randomly and through cluster sampling with suitable assignation as sample size. In order to gather data has used three standard questionnaires with high validity and reliability which as: Demographic information, Organizational Commitment and Job Involvement. For analyzing the data, descriptive statistics and inferential statistics (Correlation Coefficient, ANOVA and Tukey's Test) were applied. The results indicated there is a significant relationship between Organizational Commitment and Job Involvement a (P<0.05, r =0.47). There was statistically significant difference in mean rank of Organizational Commitment between seven educational districts (P = 0.035), and according to Tukey's test it was determined that the districts three and seven have got a higher average with comparing of one and four districts.

Key words: Job Attitude, Organizational Commitment, Job Involvement, Physical Education Teachers.

INTRODUCTION

Human power is effective for the survival of the organizations and the authorities and officials always bear this in mind. Studying and examining the history of development of the industrial societies demonstrates that skilful and trained human resources has a great and undeniable effect on the process of development of industrial society, so that human resource is considered as the most important and vital element in developing the societies and organizations (Talebpour, Mahdi, 2001). In the past, it was believed that meeting the needs of the people would reduce the resources and facilities of the organization. Based on this notion, in order to reach to the maximum efficiency, the minimum needs should be satisfied. But today this hypothesis has completely vanished. Now, management scholars believe that if the actual needs of the employees are not identified and satisfied properly and promptly and if the managers do not pay attention to meeting those needs, the productivity in the organization minimizes. The high rate of interest and positive attitude toward the job will put more effort into work and consequently would reduce the expenses (Haghiri, A., 2009).

Job Involvement and Organizational Commitment:

With respect to the various attitudes of the people in the organization, to examine the attitudes of the employees has attracted the attention of the researchers and scholars over the past decades because it affects on improvement of the organizational behavior (Blau, G.J., 1986). The term Job Involvement is not a long time which has entered the field of organizational behavior (Elliott, K., & M. Hall, 1994). By definition Job Involvement means to be recognized by the job and is referred to the rate or degree which the person makes him recognized by that job and feels his job or duty brings honor, credit and dignity for him (Tadris Hassani, T., 1993). Thus, he does his duty based on elements as attachment, conformity and loyalty as well as acknowledging the organization’s goals and willingness to work hard in order to materialize those goals, i.e. how much the individual makes him involved with the job and spends his time on working (Yusuf, D.A., 2000).

A different attitude, namely, Organizational Commitment over the past decade has occupied a critical position in organizational behavior research and includes the status in which the individual knows the organization as his representation and wishes to remain a member to it. According to the definition provided by White, the term Organizational Commitment determines three important areas of feeling and behavior of an individual working in that organization as follows: a) Continuance Commitment, b) Normative Commitment, c) Affective Commitment (Huselid, M.A. & N.E. Day, 1991). Thus, describing the job attitudes and studying the relationship between them can be regarded as a useful tool toward improving the organizational attitudes of the subordinates and finally brings about the efficiency as well as efficacy to the activities of theorganization (Chyekoh, B. & H.Y. Elfered, 2004). If these attitudes are defined obviously and at the educational districts a
clear comparison between these factors are obtained, the manager can achieve helpful information concerning
the decisions which must be made about these people (Abbasi Davoud, 1998).

However, to achieve the educational ends requires optimum use of the financial funding, human resources
and facilities. But dynamics of education system depends on different elements including highly satisfied,
obligated and loyal employees closely involved with their job. Yet, Job Satisfaction and Organizational
Commitment have been studied over the past years. But few studies have been done on evaluating Job
Involvement in Iran and particularly among sports teachers. The present study tries to investigate the
relationship between two attitudes of Organizational Commitment and Job Involvement. The author intends to
determine the level of Organizational Commitment and Job Involvement in seven educational districts of
Mashhad and compare these two variables among male sports teachers, therefore researcher can take an
effective action for achieving the ultimate goals of physical education and exercise lesson at the schools.

Research Methodology:
The present study from the aim point of view is functional and it is descriptive-correlation from the method
view of data collection and it is causal-comparative due to the relation between research variables and one of its
significant advantage is the capability of generalizing its results. The statistical population of this study is the
male P.E teachers of Mashhad schools, which based on the statistics from the department of physical education
and health of Khorasan Education Organization at the time of research they were 401 people. The size of the
sample was determined to be 201 subjects. According to the size and access to the statistical population, a
different sampling method has been adopted, with consideration to size and accessibility of sampling method,
182 people were selected by sample randomly and through cluster sampling with suitable assignation as sample
size.

The Measurement Instruments:
In the present study, in order to perform the basic research processes and to collect data; the field method
including the questionnaires method has been used. In order to do that, the three independent and separate
questionnaires have been employed.

Demographic Questionnaire:
Some data like Gender, Age, Educational Qualification, Educational Filed, Previous Service and
Experience, Present Requirement, Presence and Attendance Score, have been used for the determining the
demographic information of testers.

Organizational Commitment Questionnaire (OCQ):
The questionnaire of Organizational Commitment by Mowday and Porter (1979) which is containing 15
questions is used in order to determine employees’ commitment to their organizations. This questionnaire
contains three components: Continuance Commitment (5 questions), Normative Commitment (5 questions),
Affective Commitment (5 questions) (Mowday, R.T., et al., 1979).

Job Involvement Questionnaire (JI):
The questionnaire of Job Involvement by Lodahl and Kejner (1965) which is containing 20 questions is
used in order to determine employees’ involvement to their organizations. However a Likert scale with 5 point
worthiness is used: I agree entirely 5 score, I agree 4 score, neither agree nor disagree 3 score, I disagree 2 score,
and I disagree entirely1 score to make it quantitative (Lodahl, T.M. & M. Kejner, 1965).

Research Methods:
Using reliability analysis (Cronbach's Alpha Scale Reliability), a pilot study was done on the reliability as
well as validity of the research tools. The coefficient of the Organizational Commitment Questionnaire was
$\alpha = 0.82$ and the coefficient for the Job Involvement Questionnaire was $\alpha = 0.83$ the level of validity and
reliability was high. After gathering crude information and extracting them in order to analyze these data,
descriptive statistics was first used for modifying the data and specifying the central indices (mean, median)
and distribution indices (Standard Deviation, Variance) and to draw different diagrams. Inferential statistics
(Correlation coefficient, Variance Analysis ANOVA and Tukey's follow up test for assessing the means) were
also used.

Result:
Table 1 shows the result of correlation between organizational commitment and various dimensions with
Job Involvement among the male physical education teacher in Mashhad of Iran. The Spearman Correlation
Coefficient method indicated significant correlation between the Organizational Commitment and Job
Involvement in the samples ($P<0.05 \ r = 0.47$).
Between the index of Continuance Commitment and Normative Commitment among the male of P.E teacher’s positive and significant correlation was observed (P<0.05, r = 0.30).

Between the index of Affective Commitment and Normative Commitment among the male of P.E teacher’s positive and significant correlation was observed (P<0.05, r = 0.54).

A significant correlation was observed between the index of Continuance Commitment and Job Involvement (P<0.05, r = 0.19).

A significant correlation was observed between the index of Normative Commitment and Job Involvement (P<0.05, r = 0.47).

A significant correlation was observed between the index of Affective Commitment and Job Involvement (P<0.05, r = 0.44).

Table 1: Correlation of Organizational Commitment and various dimensions with Job Involvement among the male physical education teacher in Mashhad of Iran

<table>
<thead>
<tr>
<th>Variables</th>
<th>Job Involvement</th>
<th>Organizational Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
<th>Affective Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Involvement</td>
<td>1.000</td>
<td>0.470**</td>
<td>0.197**</td>
<td>0.471**</td>
<td>0.444**</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.470**</td>
<td>1.000</td>
<td>0.609**</td>
<td>0.881**</td>
<td>0.708**</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>0.197**</td>
<td>0.609**</td>
<td>1.000</td>
<td>0.302**</td>
<td>0.266**</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>0.471**</td>
<td>0.881**</td>
<td>0.302**</td>
<td>1.000</td>
<td>0.541**</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>0.444**</td>
<td>0.708**</td>
<td>0.266**</td>
<td>0.541**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

Table 2 shows the Comparison of the Job Involvement among the male P.E teachers at the seven educational districts in Mashhad of Iran. Analysis of Variance (ANOVA) indicated there is no difference between the mean of Job Involvement of the subjects in various districts is verified, this is in spite of difference between the means of Job Involvement indifferent districts these differences are statistically significant.

Table 3 shows the Comparison of the Organizational Commitments among the male P.E teachers at the seven educational districts in Mashhad of Iran. Analysis of Variance (ANOVA) indicated significant difference between means of organizational commitment at different districts (P<0.05).

RESULTS AND DISCUSSION

Generally, studying many of the personal characteristics and the relationship between them and variables such as Job Involvement and Organizational Commitment it seems that there should be other effective factors such as individualistic elements, environmental and organizational and even the nature and type of work controlled. Hence, regarding the relationship between the two variables of the major and Job Involvement, results of this study and many of the research done cannot remove the current ambiguities. For this reason cannot a certain comment in this respect mention.
The research findings on Organizational Commitment of the male sports teachers at the seven educational districts in Mashhad was $M=49.26$ and $SD=7.57$, that indicates the medium and high level of this variable suggesting that there is an acceptable Organizational Commitment in the population under survey. In this study (8.5%) of the subjects are at the low and very low level of Organizational Commitment and only (35.6%) of the subjects have high Organizational Commitment. The data show the teachers of the population of interest have high commitment toward their own organization. Concerning the positive and significant relationship between the Organizational Commitment with Job Involvement and the effect of the level of Organizational Commitment on Job Involvement this research finding suggests that 64.6 % of the population with the Mean 49.26 have medium and high Organizational Commitment and 70.9% of these subjects with Mean 44.75 obtained at the medium level of Job Involvement. So the result indicates that the medium and high level of Organizational Commitment affects on medium Job Involvement in module of the study. From the findings of the present study, this result emphasizes that the higher level of Organizational Commitment of the sports teacher, the more their Job Involvement will be improved. Thus, the education organization authorities should provide favorable conditions and atmosphere in this organization and apply proper strategies in order to increase the level of their teachers’ commitment so that they can promote their satisfaction and involvement with their job.

According to the findings of the present study on Organizational Commitment and its relationship with Job Involvement we can conclude that Organizational Commitment as one of the most important attitudes can affect Job Involvement favorably or unfavorably. So, providing suitable conditions to improve basic modifications results in Organizational Commitment and increase the Job Involvement among staff members. While being regardless of the relationship would weaken the organization and prevent it from achieving its goals because the personnel are regarded as the main means to the ends. That is why, managers and authorities of the organization of interest in this study are recommended to apply proper management procedures to promote the occupational status of the employees and improve qualitative level of the Organizational Commitment among sports teachers.

**Conclusion and Recommendation:**

Since the positive or negative attitudes of each person about his or her job is correlated with his or her behaviors at work, it can be deduced that those with Job Involvement, consider their jobs as a part of their personal lives and show more commitment to their duties. On the other hand, these people are more willing to be a member of the organization and accept the organizational goals and values more readily. They owe their success to the progress of the organization, and they seek their goals in the achievement of the organizational goals. This situation demonstrates a positive and significantly meaningful correlation between Job Involvement and Organizational Commitment, in which the increase of one variable leads to the increase of the other positively correlated ones. Therefore, it is recommended that in the organizations such as the education organization, which has the important duty of developing and growing each society, in addition to the annual investigations performed at the end of each year to study and evaluate the performance of the staff, a committee would also be established to investigate job attitudes (including Organizational Commitment, Job Involvement, etc) among their working staff, and to report the fluctuations to senior managers. This way, organizations can maintain a desirable atmosphere, in which organizational goals are achieved with less costs.

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