

THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND MOTIVATION OF STAFF DEVELOPMENT ZAHEDAN UNIVERSITY OF MEDICAL SCIENCES

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***Abstract:** The purpose of this study, the relationship between organizational commitments and Achievement Motivation in Zahedan University of Medical Sciences' staff. The research on the purpose of application and a description of the survey is based on the method of data collection. The population study included all the employees of Zahedan Medical Sciences and 205 people. To determine the sample size using Morgan table 132 are selected. Distribution of questionnaires to randomly because each person has a chance of being selected. In this study, a questionnaire (Total items such as has been developed to answer within a specified range of options to choose) is used as one of the most common research tools and direct method for acquiring research data, And distribution of the questionnaires needed include: organizational commitment questionnaire Allen and Mayer (1990) test of Achievement Motivation Helm Ditch and Spence (1977) has been operational reliability using Cronbach's alpha was approved. Pearson correlation coefficient was used for testing hypotheses. The findings of this study showed that the two components of organizational commitment and affective commitment and continuance commitment is a positive and significant relationship with achievement motivation but no normative commitment to achievement motivation.*

***Keywords:** organizational commitment, affective commitment, continuance commitment, normative commitment, Achievement Motivation*

INTRODUCTION

Organizational commitment is an attitude and a mental state which shows a kind of tendency, need and requirement for continuation of occupation is forced to n an organization or tendency, interest and heartfelt desire for continuation of service in

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an organization. By need we mean a person is forced to continue his services in an organization because of investments he has made in an organization. Also requirement is defined as responsibilities and duties which a person has for an organization and the obligation he sees for himself to stay on that organization. (sa'atchi, 2011; cited from Allen and Mayer, 1990).

Organization commitment is an important occupational and organizational approach which has been favored by many researchers of organizational behaviors and psychologists (particularly social psychologists) during last years. This approach has been changed during the last three decades. Maybe the most chief change in this domain relates to multidimensional approach rather than to one-dimensional approach to this concept. But researchers still believe that organization commitment has not lost its importance and still can affect other intra-organizational factors. On the other hand one of the most important social intra-organization motivations is promotion motive which can be considered in human behavior prediction and explanation (Ghafoori *et al.* 2008; cited from Eliot). Promotion motivation is an important social motivation and one of the individual's personality traits which is different amongst different people and based of which specific behaviors can be predicted. It is a tendency for complete evaluation of a person's operation according to highest criteria and attempts for successfulness in operation and enjoyment resulting from successfulness in operation. What is common in all promotional situations is that the individual knows his future operation is significant evaluation of his personal qualification. Individuals with high promotion motivation consider themselves responsible for the result of their operation and evaluated it. They are less interested in doings that their results depend on chance. They are always rational compared to others, they have high initiative and have high self-esteem and insistence on their work. Robinz (1993) has defined promotion motivation as a tendency for surpassing others for accessing to achievement according to specific criteria. The first configuration of motivation promotion has been known as tendency to obviate or dominate over barriers and use of force and attempt for good and quick performance of a difficult work (Ghafori *et al.* 2008).

Since the previous researches shows that the staffs behavior in the organization can be affected by their approaches so the awareness of them is necessary for managers of the organizations. However it must be admitted that awareness of all staff views is not important that much. Managers do not want to know all that kind of views. In fact managers always want those kind of views which is related to organization and work.

These kind of approaches state that achievement in every organization depends on individuals with high achievement motivations in that organization. In other words trying to promote and antecede needs human resources with high motivation. Organizations that shows need for motivation enthusiasm achieve achievement by using individuals with high achievement motivation. Conversely organizations that advertise need for low achievement in their strategies experience decline. Now the question is what kind of factors cause these individuals to attempt highly for achieving

their purposes and show interest for their work or conversely other people become indifferent to their work, attempt slightly for achieving their purposes and the least failure cause their disappointment. These kind of questions are cases which mostly cause the anxiety and concern of organizations and particularly managers. So the present research aims to answer influence level and the relation between organization commitment of staffs of medical university of Zahedan and their achievement motivation by analyzing the effect of one factors amongst other factors relating to achievement motivation in small part of society. It may be helpful in future planning for necessary advancement. So the research question is: is there any relationship between organization commitment and achievement motivation in medical university of Zahedan?

REVIEW OF LITERATURE

Organizational commitment

Organizational commitment is the relative degree of determination of an individual's identity with a special organization and their involvement and participation with the organization. Organizational commitment includes three factors in this definition: 1- Strong belief in the organization' objectives and values, 2- Willingness to a noticeable attempt for the sake of the organization, 3- Strong ambition and demand to continue the organization membership (Astires and Porter, 1983).

Meyer and Allen (1991) have divided the organizational commitment into the following three dimensions:

1. **Affective commitment:** This part of the organizational commitment is defined as the fixation to an organization, which is clarified by the acceptance of the organizational values and tendency to remain in the organization.
2. **Duty based or normative commitment:** Duty based commitment is defined as a perceived duty to support the organization and its activities and indicates a sense of responsibility and necessity to remain in the organization; when individuals feel that continuation of activity and supporting the organization is their responsibility.
3. **Continuance commitment:** Originates from the perception of increase of lost costs in an organization. Lost costs are the expenditures for an activity or a project, which are not recoverable. Therefore if someone has continuance commitment, will become sensitive to increase of such costs.

Presenters of the model believe that it is better to consider the normative, continuance and affective commitment as the constituent components of the commitment rather than its special components because if some special kinds of commitment are included, the individual as a member feels little necessity and sense of responsibility to remain in the organization.

Achievement motivation

Motivation can be divided into two categories: innate and social. Motivations such as sensory, curiosity, activity and honesty which are independent from other motivations. They include behaviors that are essentially emotive. These are called innate motivations. Motivations that are created in human by communication with others are called social motivations. These motivations are called social because they are taught in social groups especially family. Because social motivations can be taught their force is very different among different individuals. One important factor for predicting and determining human behaviors is understanding their motivation and stimulations. If we deduct motivation from individuals' sample and if our deductions are true we have powerful instrument for explaining their behaviors. In that case we are in a situation that can predict about what they will do in future and the most important factor that can affect human behavior is achievement motivation (Hajloo, 2012). This motivation can highly affect education and training in addition to promote organizations, foundations and industrial centers. For example achievement motivation can motivate students for studying, facilitate learning and enhance attempts in studying (Bageri, 1993).

Achievement motivation is enthusiasm and attempt which a person expresses from himself for accessing to goal, dominance over things, individuals and thought or a good criteria (Wilder, 1989; Ghandomifar, 2011). Murry believes (cited from Hejel and Zigler, 1992) that achievement motivation can be used to means motivation for dominance over barriers and struggling with things reputed as difficulty. He defines need for achievement as doing a difficult work, becoming skillful, handling or organizing physical subjects, human or thoughts in an independent and quick way, dominating over barriers, achieving high criteria and improving oneself and anteceding, competing with others while describing while describing inborn needs (Alvani, 2011). Mackleland (1961) state that achievement motivation is a kind of drives or inborn tendency in some individuals that conduct his behavior in almost all situations and is entangled with progressive behavior in a manner which progressive behavior of individuals provide symptoms of achievement motivation too (Baghi, 1993). In other words Mackleland (1961) acclaims progressiveness as the most fundamental emotive factor in the behavior of organization managers, risk takers, founders of world economy and generally entrepreneur.

Coreman (1977) believes that achievement motivation is a wish to antecede a particular behavior which that behavior has become a criteria (Coreman, 1977; translated by Shekarshakan, 1991). Fled, Roland and Gold believe that achievement motivation is a full- dimensional approach to one's performance evaluation according to highest criteria, trying to success and performance and feeling happiness and joy which accompanies successfulness in performance (Masen et al. 1979; translated by Yasayi, 1991).

RESEARCH HYPOTHESIS

The main hypothesis

- ✓ There is a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

The sub- hypothesis

- ✓ There is a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.
- ✓ There is a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.
- ✓ There is a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

CONCEPTUAL MODEL

There are significant amount of evidence for the importance of organization commitment. Responsible staffs cause greater productivity for the organization because of decrease in absence and as a result continuation of doing work. So they cause greater profit for their society. For this purpose organization commitment model of Allen and Mayer has been used for testing organization commitment. The reason for choosing this model is the following:

- 1- It is practical according to research purpose,
- 2- the model is more complete compared to other models and has explained the dimensions of organization commitment better

The following figure shows theoretical framework of the research. Based on theoretical framework research hypothesis can be stated. It means that there is a relationship between each dimension of Allen and Mayer’s organization commitment and staff’s achievement motivation. This relationship has been shown by the following figure.

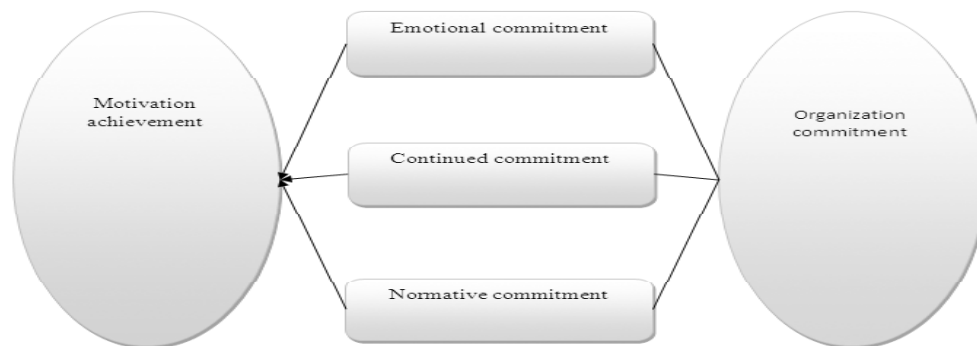


Figure 1: Conceptual model of the research

RESEARCH METHOD

The present research is of application, descriptive and correlation type from the objective, nature and method point of view. In order to quantitatively analyze the data and collect and use managers and staff's viewpoints and attitudes of the mentioned organizations, the questionnaire was used. Having consulted respectable professors, experts and the clear-sighted and having conducted the researches by the researcher, the variables that could have been used for the test of the hypotheses were identified in the standard questionnaire of achievement motivation and the organizational commitment questionnaire of Allen and Meyer (1996). These questionnaires were selected using the organizational commitment to evaluate the amount of achievement motivation of staff. To make sure of the reliability of the questionnaire, Cronbach's alpha coefficient method was used. Having calculated the coefficient by the software SPSS, 0.78 and 0.821 were respectively obtained for the achievement motivation and organizational commitment questionnaires. As a result, the internal correlation of questionnaires was also confirmed. The statistical community of the research includes all 205 people of Zahedan University of medical science staff. According to Morgan table, 131 people were selected as the sample volume, and 123 completed questionnaires were received. To analyze the data obtained from questionnaires, SPSS software, version 17 was used. In order to statistically analyze the data and evaluate the research variables, the frequency table and Pearson correlation coefficient and freedman test were respectively used.

RESEARCH FINDINGS

Normality test of the variables

In this part for analyzing hypothesis first Kolmogorov- Smirnov test was used for showing the distribution of the data. In the following according to normality of distribution of some variables and non-normality of Pearson or Pearson correlation coefficient for the testing of main and subsidiary hypothesis was used.

Table 1
The summary of the results of normality test (Kolmogorov- Smirnov)

<i>the test result</i>			<i>Variable</i>
Data are normal	0.05	0.939	organization commitment
Data are normal	0.05	0.448	emotional commitment
Data are normal	0.05	0.142	continued commitment
Data are normal	0.05	0.487	normative commitment
Data are normal	0.05	0.085	achievement motivation

As table 1 shows all variables has normal distribution because their significance level is higher than standard level (0.05). In this case for testing hypothesis Pearson correlation coefficient must be used.

TESTING HYPOTHESIS

Main Hypothesis

There is a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

H₀: There isn't a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

H₁: There is a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

Table 2
The results of Pearson correlation coefficient test between organization commitment and achievement motivation

		<i>Achievement Motivation</i>	<i>organization commitment</i>
Motivation achievement	Pearson correlation coefficient	1	0.233
	Significance level		0.009
	Number	123	123
organization commitment	Pearson correlation coefficient	0.233	1
	Significance level	0.009	
	Number	123	123

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.233 which shows the average relationship intensity between two variable. Generally we conclude that:

There is a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

The first hypothesis

There is a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.

H₀: There isn't a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.

H₁: There is a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.

Table 3
The results of Pearson correlation coefficient test between emotional commitment and achievement motivation

		<i>Achievement Motivation</i>	<i>emotional commitment</i>
Motivation achievement	Pearson correlation coefficient	1	0.245
	Significance level		0.006
	Number	123	123
emotional commitment	Pearson correlation coefficient	0.245	1
	Significance level	0.006	
	Number	123	123

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.245 which shows the average relationship intensity between two variable. Generally we conclude that:

There is a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.

The second hypothesis

There is a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.

H_0 : There isn't a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.

H_1 : There is a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.

Table 4
The results of Pearson correlation coefficient test between continued commitment and achievement motivation

		<i>Achievement Motivation</i>	<i>continued commitment</i>
Motivation achievement	Pearson correlation coefficient	1	0.180
	Significance level		0.046
	Number	123	123
continued commitment	Pearson correlation coefficient	0.180	1
	Significance level	0.046	
	Number	123	123

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.180 which shows the Weak relationship intensity between two variable. Generally we conclude that:

There is a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.

The third hypothesis

There is a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

H₀: There isn't a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

H₁: There is a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

Table 5
The results of Pearson correlation coefficient test between normative commitment and achievement motivation

		<i>Achievement Motivation</i>	<i>normative commitment</i>
Motivation achievement	Pearson correlation coefficient	1	0.156
	Significance level		0.085
	Number	123	123
normative commitment	Pearson correlation coefficient	0.156	1
	Significance level	0.085	
	Number	123	123

Considering that in the Pearson table p-value in error level of 0.05 isn't significant (p=0.085) that is greater than 0.05.so we result that there isn't a relationship between the two variables. Generally we conclude that:

There isn't a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

Friedman Test

For ranking independent variables and their effect on achievement motivation Friedman Rank test was used. Its results have been shown in table 6.

Table 6
Ranking factors affecting achievement motivation

<i>Rank</i>	<i>Effect level</i>	<i>Variables according to their effect level</i>	<i>Row</i>
1	2.2	Emotional commitment	1
2	2.09	continued commitment	2
3	1.71	Normative commitment	3

As table 6 shows emotional commitment has greatest impact on achievement motivation of university staffs of medical university of Zahedan. Continued commitment and normative commitment are in the following ranks.

RESULTS FROM RESEARCH HYPOTHESIS

The main hypothesis

There is a significant relationship between organization commitment and achievement motivation of staffs of medical university of Zahedan.

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.233 which shows the average relationship intensity between two variable. This result is compatible with Adam's equity theory. According to this theory if rewards given from organization is fair and equal according to the staffs they will have greater commitment and satisfaction. So the staff's view about existing organization commitment can affect his performance and for example his organization commitment (Davis and Newstram, 1992).

The first Subsidiary hypothesis

There is a significant relationship between emotional commitment and achievement motivation of staffs of medical university of Zahedan.

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.245 which shows the average relationship intensity between two variable. In other words we can expect that by increasing achievement motivation the emotional commitment also will increase. These results are compatible with Look et al. (2009 cited from Mostafavinejad). They found that achievement motivation is an important and effective factor affecting organization commitment. It has high and positive correlation with

organization commitment. They believe the individuals who have high achievement motivation have higher job commitment because they aim to access high occupational and organizational levels. They like to overtake others and do their duties quicker, better and more precise.

The second subsidiary hypothesis

There is a significant relationship between continued commitment and achievement motivation of staffs of medical university of Zahedan.

Considering that in the Pearson table p-value in error level of 0.05 is significant so we result that there is a relationship between the two variables with confidence interval of 95 percent. For analyzing the relationship kind and intensity we will consider Pearson correlation coefficient. Considering that the Pearson correlation coefficient is positive so the relationship between the two variable is positive. Its intensity is 0.180 which shows the Weak relationship intensity between two variable. These findings are in the same direction with Look *et al.* (2009; cited from Mostafavinejad, 2012) findings.

The third research hypothesis

There is a significant relationship between normative commitment and achievement motivation of staffs of medical university of Zahedan.

Considering that in the Pearson table p-value in error level of 0.05 isn't significant ($p=0.085$) that is greater than 0.05. so we result that there isn't a relationship between the two variables. It means that normative commitment cause increase and decrease of achievement motivation. These findings are incompatible with Look *et al.* (2009; cited from Mostafavinejad, 2012).

SUGGESTIONS

At last for improving organization commitment and achievement commitment the following suggestions were proposed:

1. Creating responsibility and commitment rather than sheer obedience: some individuals know themselves responsible because of their faith and aims. This is a suitable conditions for managers which by proper explanation and teaching proportional to their job and giving responsibility their motivation will be increased.
2. Not being rigid to staffs: managers must consider that human soul is so delicate. If human exert hardship on himself in a work – let alone other's soul- the reaction will be that he escapes. Some managers think that when they are rigid they will achieve their purposes sooner. But they never achieve their goals. A resourceful manager is neither strict nor extremist. He thinks for better and proper doing of a work. He allows his subordinates to advance their works by thought and concentration.

3. Creating job security: staffs that are satisfied with their works and have job security do their duties by inborn motivation. So they must not experience anxiety and insecurity about their job.
4. Trusting: managers must speak and act in a way that staffs trust them. If managers and staffs' relationship is based on friendship and sincerity rather than obedience and dominance the work environment will be more enjoyable. Also there would be greater trust. Individuals must directly or indirectly know about the issues relating to them. There must be no ambiguity which kills motivation. So managers must choose suitable time for answering to the staffs and let them know the truth and clarify things before spreading rumors.
5. Preparing grounds for success and achievement: achieving job goals and achievement in job skills is an important motivation. Managers must support success grounds by creating skill training. They must not be indifferent to it.

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