

Full Length Research Paper

The impact of job security on employees' commitment and job satisfaction in Qom municipalities

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The aim of this study is to explore the impact of job security on employees' commitment and job satisfaction in Qom municipalities. This research is conducted as a descriptive and field study. Its population consists of employees (N = 158). To collect data, two Wysocki and Kromm job satisfaction and Mowday, Steers and Porter organizational commitment questionnaires were utilized. To analyze data, Spearman's correlation coefficient, t-test and step-by-step multivariable regression analysis test were used. Research findings show that there is a significant difference between hired/contractual employees and organizational commitment. In the meantime, there is a difference between employees' job satisfaction but it is not significant. There is also a positive and direct significant correlation between job satisfaction and organizational commitment. Multivariable regression test shows that wage satisfaction and colleagues' satisfaction have the highest impact on organizational commitment.

Key words: Kromm job satisfaction Mowday, municipalities, employees' commitment, multivariable, regression, analysis test, organizational, commitment, steers, porter organizational, significant correlation.

INTRODUCTION

The results of paramount researches on the role and importance of human force in growing and developing organizations and on human communities growth emphasize on the fact that no community is developed unless it has addressed to develop its human resources (Alam, 2009). Today, Human Resource authors have found that competent and skilful human force is a valuable and unfinished factor in growing and developing organizations and countries. Therefore, respecting their needs and the way to meet such needs by management can lead into HR job satisfaction and, as a result, into organizational commitment (Part, 1999). In current situation, an important organizational resource is to possess satisfied, high energetic, creative and committed human capital (Shagholi, 1999). Woroum believes that job satisfaction is employees' reaction to their roles in their jobs (Madhavan, 2001). Job satisfaction is a kind of

employees' negative or positive feeling on their jobs (Woo et al., 2005). Since job has embraced an important part of employees' life and its resulted satisfaction influence over their life in terms of penetration on satisfaction as well as the role played by job dissatisfaction on organization and even society, it is important to investigate employees' job satisfaction (Gruenberg, 1989; Alam, 2009; Alam et al., 2010). In one hand, job satisfaction is an independent variable which impacts on depended variables such as return, absenteeism, turnover, service leaving, individual's behavior in society, individual's behavior in family and on social, cultural and political environments (Hunjira et al., 2010). On the other hand, it is a depended variable affected by such variables as wage, benefits, relations with colleagues and superiors, job security and job type. Additionally, employees' commitment to job evokes their working consciousness which will lead into performing the affairs better and rationalism due to faith enhancement (Steers et al., 1993; Ozer and Gunluk, 2010). There are various factors which impact on employees'

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commitment and satisfaction. However, the impact of job security on such variables is respected less. Based on conditions, job security in Iran is reducing. It means that organizational have moved toward contractual employments. Since commitment and satisfaction are effective factors on organizational effectiveness, we are planning to study the impact of job security on commitment and satisfaction as the most important HR factors. According to Arabi, job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors. If individual *A* feels that he/she will continue his/her job until the end of his/her service and will not be threatened by individual *B* to play his/her proper job roles and tasks, such person enjoys job security (Arabi, 2000). Job security is one of the implications of security. In job security, there are issues such as job changes, missing the job and non achieving proper jobs. According to industrial and organizational psychologists, job security is one of the creators of job satisfaction and commitment (Thomas et al., 2006). Job satisfaction is individual's overall attitude on his/her job (Robbins, 1999). According to Smith, Kendall and Hullin, there are five job traits which show remarkable characteristics of a job including job satisfaction, satisfaction from superior, satisfaction from colleagues, satisfaction from promotion and satisfaction from wage/salary (Hosseinzadeh and Saemian, 2002). Commitment job is positive or negative attitudes of people who working in organization towards whole the organization (Robbins, 1999). As Mowday, Steers and Porter define, organizational commitment means the relative degree of individuals' identity in organization and his/her contribution. In such definition, organizational commitment consists of three elements (Mowday et al., 1992):

1. Believing in organizational values and goals;
2. Propensity to broad efforts in organizational path; and
3. High propensity to the continuance of organizational membership.

The major conceptual models on the relationship between job satisfaction and organizational commitment are as follows:

A) In the first model to which Mowday (1982) believes that it is accepted by most authors, job satisfaction shapes immediately after entering organization while organizational commitment develops slowly. Therefore, job satisfaction is the prerequisite of organizational commitment. Studies by Williams and Hezer support this model (Tomlinson and Jenkins, 1997).

B) In the second model, Batman and Straws (1984) believe that there is rationality beyond behavioral

commitment by which a person accepts membership in an organization which leads into commitment and such person acquires positive attitudes such as satisfaction about his/her current situation. As a result, organizational commitment is represented as the prerequisite of job satisfaction. The findings of studies by Nedenberg and Lense (1992) support the assumption that commitment leads into satisfaction (Tomlinson and Jenkins, 1997).

C) In the third conceptual model, mutual relations between the first and second models are pointed out. Studies by Farrel and Stamm (1988) show a cyclical and lateral relation between these two variables.

D) In the fourth conceptual model, it is emphasized on the lack of relationship between job satisfaction and organizational commitment (Tomlinson and Jenkins, 1997).

The findings of studies by Tomlinson and Jenkins (1992) titled the role of organizational commitment and job status in preventing employees' service leaving indicate that respecting types of commitment can be useful in maximizing job satisfaction and in decreasing deliberately and avoidable service leaving (Tomlinson and Jenkins, 1997). Mathieu and Zajac (1990) studied and summarized the findings of over 200 studies and said that the ambiguity and contradiction of role has a reverse correlation with organizational commitment (Mathieu and Zajac, 1990). Levine and Tyson found that employees' contribution has a direct effect on the results of their work and increase in employees' contribution in their working unit has a correlation with high job satisfaction and organizational commitment (Levine et al., 1990). Preuss and Lautsch (2002) concluded that job insecurity reduces job satisfaction and organizational commitment (Gil and Brenda, 2002). The findings of Warner's study (2005) illustrate the impact of organizational justice on job satisfaction (Gafari, 2008). Herbinick Aloter (1972) and Joins (2006) observed that there is a positive and significant correlation between organizational justice and various areas of organizational commitment (Clay et al., 2005). Based on Maslow's needs hierarchy and his findings, Tannenbaum (1992) reports: in the third world countries, need to job security is the top priority (Tannenbaum, 1992). Cole (1989) says that Japanese organizational commitment is too high and it justifies the high rate of Japanese employees' organizational commitment compared to employees in western organization as well as the employment system (permanent employment) in Japanese organizations (Cole, 1989). The results of studies by Alnajjar (1996) titled the relationship between job satisfaction and organizational commitment in UAE employees based on job security indicated that there is significant relationship between job satisfaction and job security (Ahmad, 1996).

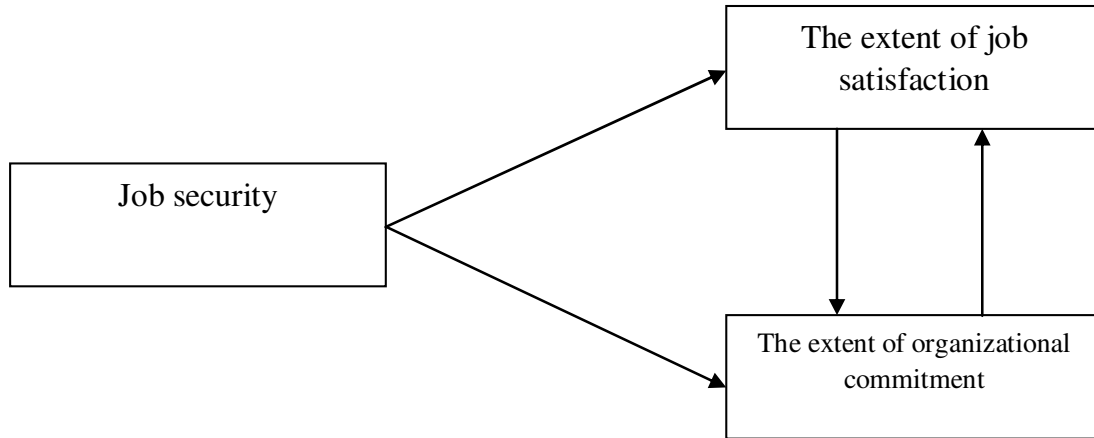


Figure 1. Research conceptual model.

Based on theoretical and researching discussions, one should consider objective aspects of job conditions in addition to subjective factors in studying job satisfaction and organizational commitment. Besides to using objective indices of behavioral outcomes such as absenteeism and job leaving, respecting the differences of job security are also important. As a result, author has conducted present study in framework shown in Figure 1 on the basis of research limitations.

RESEARCH AIMS

1. Awareness of the extent of job satisfaction among the employees of Qom municipalities;
2. Awareness of the extent of organizational commitment among the employees of Qom municipalities;
3. Recognizing the relationship between job satisfaction and organizational commitment of employees of Qom municipalities; and
4. Studying the impact of job security on organizational commitment and job satisfaction.

Research hypotheses

1. There is a significant difference between job satisfaction of the employees of Qom municipalities in terms of employment type (contractual or permanent).
2. There is a significant difference between organizational commitment of the employees of Qom municipalities in terms of employment type (contractual or permanent).
3. There is a significant relationship between employees' job satisfaction and organizational commitment.
4. There is a significant relationship between employees' job satisfaction factors (job satisfaction, satisfaction from superior, satisfaction from colleagues, satisfaction from

promotion and satisfaction from wage/salary) and their organizational commitment.

METHODOLOGY

Present study is a descriptive and survey one. Initially, needed data on research background were gathered and categorized by library method. Then, standard questionnaires were distributed as a field study. To measure employees' job satisfaction, the questionnaire of Wysocki and Kromm was used which is designed on the basis of job descriptive determinant. This questionnaire consists of such elements: (1) job, (2) supervisor, (3) colleague, (4) promotion and (5) payment. Meanwhile, organizational commitment questionnaire of Mowday, Steers and Porter (1979) is used to measure managers' organizational commitment. It consists of such elements: (1) believing in organizational aims and values, (2) propensity to broad effort for organization, and (3) high propensity to continuing membership in organization. To estimate questionnaire validity, Chronbach alpha is utilized. In this line, a 25-item subject was selected randomly and mentioned questionnaires were distributed among them. After calculations, alpha ration for job satisfaction questionnaire and organizational commitment questionnaire were acquired 0.85 and 0.89 respectively.

Statistical analysis methods

To sort data in frequency distribution tables, to compute central indicators, average and standard deviation, descriptive statistical method is used. Additionally, step-by-step multivariable regression analysis is used for the fitness of regression model between independent and dependent variables as well as independent variables importance on dependent variable and t-test is utilized to test the average between to independent groups based on a special variable as Spearman correlation coefficient test to examine the relationship between these two variables.

Population

In the preset research, population includes all employees of Qom

Table 1. The rate of organizational commitment and job satisfaction.

Job satisfaction		Organizational commitment		Indicators
SD	Mean	SD	Mean	
0.56	3.44	6.32	56.48	Permanent employees
0.57	3.29	8.28	52.70	Contractual employees

Table 2. The relationship between organizational commitment/job satisfaction and job security.

Variables and Test Results	Mean difference	Mean deviation	Significance level	Result
Permanent employees' organizational commitment	56.48	6.328	0.0011	Significant
Contractual employees' organizational commitment	52.70	8.28		
Permanent employees' job satisfaction	3.44	0.56	0.0681	Insignificant
Contractual employees' job satisfaction	3.29	0.57		

Table 3. The relationship between organizational commitment/job satisfaction and job security.

Correlation	Job satisfaction	Organizational commitment
Job satisfaction	1.000 (P = 0)	0.4911 (P = 0.001)
Organizational commitment	0.4911 (P = 0.001)	1.000 (P = 0)

municipalities (central municipality and borough 4 municipality) in 2010. It includes all population so instead of sampling, census method is used. 182 questionnaires were distributed of which 158 questionnaires were returned that shaped research sample.

RESULTS

Descriptive statistical analysis on data provided by respondents showed that 149 respondents (94.3%) and 9 respondents (5.7%) are male and female respectively. 52 respondents (32.91%) and 106 respondents (67.9) were permanent and contractual employees respectively. In terms of education, 7% of respondents were under high school diploma, 19% with high school diploma, 30.5% with associate of art, 36.5% with B.A. and 7% with M.A. Table 1 shows that the rate of organizational commitment and job satisfaction of permanent employees are high than contractual employees.

Analyses of research hypotheses

H₁: There is a significant difference between the job satisfaction of employees in Qom municipalities in terms of employment (permanent or contractual).

H₂: There is a significant difference between the organizational commitment of employees in Qom municipalities in terms of employment (permanent or contractual).

Table 2 shows that there is no significant difference between permanent and contractual employees' job satisfaction while there is a significant difference between permanent and contractual employees' organizational commitment. Therefore H₁ is rejected but H₂ is supported.

H₃: there is a significant relationship between employees' job satisfaction and organizational commitment.

As seen in Table 3, correlation coefficient between employees' job satisfaction and organizational commitment is 0.4911. Overall, there is a direct and significant relationship between employees' job satisfaction and organizational commitment. It means that more employees' job satisfaction, more organizational commitment and vice versa.

H₄: there is significant relationship between employees' job satisfaction factors (job satisfaction, satisfaction from superior, satisfaction from colleagues, satisfaction from promotion and satisfaction from wage/salary) and their organizational commitment.

As seen in Table 4, among five variables of employees' job satisfaction, satisfaction from salary and colleagues impact their organizational commitment positively. Beta ratios show the extent and direction of satisfaction from

Table 4. Multivariable regression analysis of employees' job satisfaction factors and their organizational commitment.

Variables	SigT	T	Beta	SE B	B
Satisfaction from wage/salary	0.0195	2.442	0.3456	0.3276	0.8002
Satisfaction from colleagues	0.0184	2.467	0.3491	0.2438	0.6016
Job satisfaction	0.6114	0.513	0.8166	0.0851	0.0808
Satisfaction from promotion	0.2428	1.187	0.9621	0.1941	0.1684
Satisfaction from superior	0.7122	0.372	0.8566	0.0618	0.0571
Significant F = 0.0031	F = 6.7774		R ² = 0.2186; Multiple R = 0.5178		

salary and colleagues independent variables impacts on organizational commitment function. Calculated ratio shows the common variance of dependent and independent variables as 26% namely 26% of posed changes in employees' organizational commitment is justifiable by satisfaction from salary and colleagues. Remained 74% is the result of other variable impacts on employees' organizational commitment. Therefore, the fourth hypothesis regarding a significant relationship between job satisfaction factors and organizational commitment is supported.

DISCUSSION AND CONCLUSION

Based on obtained information from Table 1, the extent of organizational commitment and job satisfaction among permanent employees are higher than satisfaction and commitment of contractual employees. According Table 2, such difference is only significant between organizational commitment of permanent and contractual employees. When people are not certain about next month job, they can feel belonging to a group or a part of community with joint interests. In studies by Preuss, Lautsch and Al-Najjar, significant and positive relationship between job satisfaction and organizational commitment with job security is proved. Therefore, the second hypothesis on the relationship between organizational commitment and job security is supported. However, according to varied conducted researches on the relationship between job satisfaction and job security, it seems that in relationship between job satisfaction and job security, other mitigating factors such various jobs, various locations and varied social/cultural condition also play role.

Based on Table 3, correlation coefficient between job satisfaction and organizational commitment is 0.491 and significant. Since it is positive, it is concluded that there is a positive and significant relationship between job satisfaction and organizational commitment. It means that more individual's job satisfaction, his/her more organizational commitment and vice versa.

In a number of researches the same hypothesis was supported (Talbpour, 2001; Hosseinzadeh and Saemian, 2002; Fresco et al., 1997; Kfir et al., 1997). The theoretical model of performance – satisfaction by Porter and Lawler are in line with this hypothesis (Porter et al., 1974; Tomlinson and Jenkins, 1997). As a result, those people who see their attitudes, beliefs, aims and values similar to organizational aims and values will show high organizational commitment and vice versa. Therefore, supporting mentioned hypothesis is justifiable.

According to Table 4, there is a positive correlation between organizational commitment and all factors of job satisfaction and there is a significant relationship between the factors of satisfaction from salary and colleagues. Therefore, one can conclude that there is a direct and significant relationship between employees' satisfaction from salary and organizational commitment. The same hypothesis was supported. Adam's equality theory is also in line with this hypothesis (Abbassi, 2008; Shojaeifar, 2000). As a result, when individuals' salaries are high and proportionate to their rights, they can secure the future and they will show higher organizational commitment and vice versa. Therefore, supporting mentioned hypothesis is justifiable.

There is a direct and significant relationship between employees' satisfaction from colleagues and organizational commitment. This hypothesis is supported by Bakhtiari's study (Bakhtiari, 1998). As a result, if employees believe that their colleagues are trustable, smart, active, frank, high interested and respectful, they will show higher organizational commitment and vice versa. Therefore, supporting mentioned hypothesis is justifiable.

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