Relationship between Organizational Commitment and its Aspects with Organizational Effectiveness among the Staff of Ardabil Province General Bureau of Sports and Youth Affairs

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ABSTRACT: The general purpose of this study is to examine the relationship between organizational commitment and its aspects with organizational effectiveness in the views of the staff working in Ardabil province general bureau of sports and youth affairs. The method of study descriptive and it is of correlation type, and it was applied in terms of purpose, being conducted as a field study. In the present study, the statistical population included all the staff working in Ardabil province general bureau of sports and youth affairs, summing up to 85 people. Due to the limited volume of the whole population, it was selected and examined as the sample. Therefore, the size of the population equals the size of the sample. Organizational effectiveness questionnaire (Mehrzad Hamidi, 2003) and organizational commitment questionnaire (Moodai, Steersporter) were used for data collection. Also expressive statistical method (table of average abundance and scale deviation) and cognitive statistics (Pearson’s correlation coefficient) were used for data analysis, where SPSS19 software was used to analyze the relationship between the staff’s organizational effectiveness and their organizational commitment. Results showed that there is a meaningful relationship between organizational commitment and effectiveness among relationship managers (r = 0.35) (p<0.05). There is a meaningful relationship between emotional commitment and effectiveness among relationship managers (r = 0.42) (p<0.05). There is a meaningful relationship between continuous commitment and effectiveness among relationship managers (r = 0.36) (p<0.05). There is a meaningful relationship between normal commitment and effectiveness among relationship managers and their age (r = 0.31) (p<0.05).

Key words: Organizational commitment, Organizational effectiveness, General bureau of sports and youth affairs.

INTRODUCTION

Since man plays a key role in development and it is realized by him, fulfillment of individuals’ needs is of special importance. Hence, one of the preliminary responsibilities of a manager is to provide the staff’s organizational commitment requirements in a high level. Organizational commitment is a state where an individual wishes to remain a member of the organization and it is positive or negative attitudes of individuals towards the whole organization where they work. Organizational commitment idea is one of the main discourses in management literature. This phenomenon is among basic values on which organizing procedure is committed, where the staff is evaluated based on commitment scale. Most of the managers believe that this commitment is an inevitable necessity for organizational effectiveness. Porter and Steers (1979) have examined the staff’s absence, organizational commitment, and the relationship between the two, and came up with the decision that those staff at a high level of commitment has stronger motivation to be present in the organization and can facilitate realization of organization’s objectives, putting efforts to achieve those goals. In his study entitled “an examination of the relationship between occupational enthusiasm, occupational satisfaction, and organizational commitment with a desire to stay in the job in occupational performance”, Tadris
Hasani (1994) found that in order to increase occupational and educational efficiency and individuals’ desire to stay in the job, teachers must have a high level of occupational enthusiasm, occupational satisfaction, and commitment. Organizational effectiveness is a degree that an organization fulfills its purposes using specific resources, without wasting its resources, and without unnecessary depreciation of its members and society. In fact, organizational effectiveness is the degree of an organization’s proximity to its objectives. One of the issues related to the staff’s commitment is organizational effectiveness which has allocated a great amount of management discourses in the West to itself in 1970s.

In an article titled “organizational leadership and effectiveness in multi-national entrepreneurship in South Asia”, Rodsouthi and Sweezrick (2002) address two perspectives of organizational effectiveness. One may say according to the results of this study, that: a meaningful relationship was observed between the staff’s organizational commitment and organizational effectiveness from an internal point of view, and a clear relationship was observed between organizational effectiveness and leadership.

In Germany between 1933 and 1935 a study and identification about assertive and innovative and motivated individuals had begun who had happened to have serious financial limitations. Since supportive policies for these individuals were among the first, to this end the first college for training people in this country in those years was est. In a study called “an examination of the relationship between entrepreneurship and managers’ effectiveness among girls high schools in Kerman city” Behrang (2006) has addressed. In his study, Behrang has stated that there is no meaningful relationship between managers’ entrepreneurship and their effectiveness.

Schilbery and Moore (2006) examined commitment of sport organizations of Australia. Psychometric features (validity and stability) of competitive models’ indexes showed using structural equations that the model based on rational objectives is the distinctive and decisive aspect of organization effectiveness in competitive values’ model. Organizational commitment is a multi-dimensional notion that leads to several positive occupational results including absence and translocation, etc. In the literature, two attitudes are found for organizational definition. In the first definition, commitment is the employees’ objective for continuous work in the organization. The second definition also defined it as sympathy that exists between individuals and the organizations, and is a reflection of the level of mental involvement among the staff within the organization. The preliminary notion of commitment is one-dimensional and is defined as fixed lines of activities due to understanding of expenses related to leaving the organization. Hence, if numerous models of commitment in 1980 and early 1990 was proposed, multi-dimensional model was the most acceptable of them all. From among multi-dimensional conceptions also Meyer and Allen model gained more fame, which is defined as follows: “emotional commitment, continuous commitment” where they considered emotional commitment as the most desirable commitment.

In an study called “an examination of the relationship between organizational commitment and effectiveness among managers of state-run girls school in Tehran”, Sadeghi et al (2010) it is an examination of obstacles of increasing organizational commitment among the managers and consequently their effectiveness and providing solutions and offers on this issue. They stated that generally: 1. There is a meaningful relationship between organizational commitment and managers’ effectiveness 2. There is a meaningful relationship between emotional commitment and managers’ effectiveness 3. There is a meaningful relationship between continuous commitment and managers’ effectiveness 4. There is a meaningful relationship between normal commitment and managers’ effectiveness.

Also Balduck (2009) examined effectiveness of sports clubs in Belgium, using competitive values model. In this study, viewpoints of 823 members of the board of management, players, and trainers on effectiveness of Belgium’s clubs were examined. It showed that dimensions of stakeholders’ content, achievement of competitive objectives, attracting elite athletes and trainers, and organization’s relations and information are effective predictors in sports clubs of Finland. Generally, realization of organizational and individual objectives requires arousing humans) Allen and Meuer, 1990). It means that movement, thinking, and creation among humans is done to achieve specific objectives. From among important behaviors of managers in these organizations is paying attention to their organizational commitment and effectiveness, which has been considered as a very important subject for managers of the organizations.

Moreover, different studies in different organizations show that in order for the staff to be able to have more effectiveness and efficiency as well as a strong tendency to stay in their job and also in order for them to have occupational attachment, they ought to have a high level of commitment towards doing their tasks, which leads to a sense of responsibility, a deep understanding of the job and dedication. Commitment is one of the features and problems of most of the organizations are non-effectiveness of the staff and managers to their organization. Decline in effectiveness is one of the disturbing factors in reduction of the staff’s organizational commitment. Now the question is what relationship exists between the staff’s organizational commitment and the staff’s organizational effectiveness? Is there any relationship between organizational effectiveness and organizational commitment among the staff of Ardabil province general bureau of sports and youth affairs? These questions and such other issues are all questions that we are intending to answer in the present study.
METHODOLOGY

The statistical population of the present study includes the staff of Ardabil province general bureau of sports and youth affairs (85 people) who were working in the list of Ardabil province general bureau of sports and youth affairs at the time of conducting the study (2014). Due to limitation of the size of the population, the whole said population was selected as the sample and was examined.

Measurement tools

The questionnaire of the present study was consisted of two parts which tried to evaluate some individual and occupational features of the staff including gender, organizational position, service history, level of education, age conditions, employment condition, the level of needs of the staff, and organizational effectiveness. This questionnaire included 40 questions which were designed as positive and negative, and 5 and 7 fold spectrums of Likert was used in it. Method of questions distribution and scoring is as follows:

Questionnaire of Organizational Effectiveness

This research-made questionnaire designed by Mehrzad Hamidi was compiled in 2003. This questionnaire includes 20 questions with 5 options, where factors such as occupational motivation, level of resistance against changes, improvement of quality, and organizational effectiveness are evaluated. This questionnaire has options as very low, low, average, high, and very high. Scoring is in a way that very low is given 1 score, low is given 2 scores, average is given 3 scores, high is given 4 scores, and very high is given 5 scores. Then all these scores are summed up. Validity of the questionnaire in a study conducted by Hamidi et al called "the relationship between organizational structure, organizational effectiveness and commitment in physical education organization in 2003, they reported the validity of this questionnaire to be proper. Habibnezhad (2009) has also reported the questionnaire’s Cronbach alpha to be proper, and they have reported its Cronbach alpha coefficient to be equal to 93%.

Questionnaire of Organizational Commitment

This questionnaire was invented by Moodey, Porter and Steers (1992), which includes 15 items. This is a standard questionnaire, measuring individuals’ organizational commitment and the examinee should determine his/her desired answer with a number which shows feelings more. For scoring this questionnaire, questions 12, 11, 9, 7, 3, and 15 were scored reversely from right to left and from 1 to 7, and questions 13, 10, 8, 6, 5, 4, 2, 1, and 14 were scored from left to right as positive. The sum of the scores forms total points. The higher the scores, the higher individual’s organizational commitment will be. Moreover, this questionnaire was used by a lot of researcher inside and outside of the country, where its validity and value was also reported. For example, Porty et al (1979) have reported value coefficient of 90% and validity of 70%. In a research (Eskandari, 2007), stable coefficient of this questionnaire was calculated in Cronbach’s alpha and halfing method, and in both methods, the value of 83% was obtained. Yousefian (2001) has reported alpha coefficient of 92%, and Hafezi (1997) has reported value coefficient of 90% by using retest method, for this questionnaire.

The present study is a descriptive, survey, correlation, and therefore in data analysis it is tried to use description, stability coefficient, Kolmogorov-Smirnoff test, and Pearson’s correlation coefficient statistics utilizing SPSS19 software in order to examine the relationship between the variables.

RESULTS

85 individuals among the staff of Ardabil province general bureau of sports and youth affairs were studied. 9.4 percent of the staff was women and 90.6 percent of them were men. Moreover, among the type of the staff’s job, 40.0 percent (34 people) has the title of expert, which was the greatest number, and 3.5 percent (3 people) were senior managers and they had the lowest distribution. In distribution of service history, 47.1% (40 people) had a history between 6 to 10 years with the greatest abundance, and 4.7% (4 people) had a history of 11 to 15 years with the least abundance and it can be observed that 0.0% (0 people) out of the statistical sample had educational level below Diploma, and also Doctoral education, without abundance, but 58.8% (50 people) had BA with highest abundance. Therefore, most of the participants were those with BA degree. In age indicator, it is observed that 23.5% (20 people) out of the members of the statistical sample were between 20 to 30 years old, while, 36.5% of them were 31 to 40 years old, and 30.6% of them were 41 to 50 years old. Therefore the greatest number of the individuals in statistical sample was those between 31-40 years old. Among the staff, in terms of the indicator of employment status, 52.9% (45 people) had formal employee status with the greatest abundance, and 14.1% (12 people) had company employment status with the lowest abundance.

Analysis of descriptive statistics of each of the factors related with “organizational commitment” was obtained according to the average spectrum, showing an average level for each of the items under evaluation. Descriptive results
are shown in Table 1 along with the status of the average allocated to each of the factors. The highest average is associated with the aspect of normal commitment (4.42) with the lowest scale divergence and the lowest rate was associated with the aspect of emotional commitment (3.78). Moreover, distribution of dispersion of the rate of organizational effectiveness was revealed to be 3.5, which shows middle to high level with regards to the middle value (2.5).

### Table 1. The statistics associated with organizational commitment and organizational effectiveness.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Items</th>
<th>Number of participants</th>
<th>Average</th>
<th>Scale divergence</th>
<th>Variance</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>Emotional commitment</td>
<td>85</td>
<td>3.78</td>
<td>0.854</td>
<td>0.482</td>
<td>-1.14</td>
</tr>
<tr>
<td></td>
<td>Continuous commitment</td>
<td>85</td>
<td>4.11</td>
<td>0.652</td>
<td>0.243</td>
<td>0.586</td>
</tr>
<tr>
<td></td>
<td>Normal commitment</td>
<td>85</td>
<td>4.42</td>
<td>0.425</td>
<td>0.136</td>
<td>-0.321</td>
</tr>
<tr>
<td>Organizational effectiveness</td>
<td></td>
<td>85</td>
<td>3.48</td>
<td>0.562</td>
<td>0.474</td>
<td>0.047</td>
</tr>
</tbody>
</table>

To evaluate stability of measurement tool, Cronbach’s alpha method has been used, where the main idea is such that its value is ranging between zero and one, where according to this method, any value of stability for dictons would tend to or get approximate to one direction. Measurement tool has a high stability and therefore it will be more suitable for continuation of the study. At the end of the study, stability was calculated for the questionnaires. Examinations showed that organizational commitment, organizational effectiveness questionnaires are stable with stability of 78 and 88 percent, respectively.

### Table 2. Results of stability analysis for dictons related to the questionnaires.

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Number of items</th>
<th>Number of questionnaires</th>
<th>Stability coefficient (Cronbach’s alpha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>15</td>
<td>85</td>
<td>0.782</td>
</tr>
<tr>
<td>Organizational effectiveness</td>
<td>20</td>
<td>85</td>
<td>0.876</td>
</tr>
</tbody>
</table>

Kolmogorov-Smirnov normality test results are shown in the table. A meaningfulness level higher than 0.05 in statistic in variables shows normality of the variables and usage of parametric test for hypothesis test.

### Table 3. Normality test (Kolmogorov-Smirnoff) of distribution of data under study.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>N</th>
<th>Average</th>
<th>Scale divergence</th>
<th>K-S statistic</th>
<th>K-S statistical probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>85</td>
<td>4.291</td>
<td>0.490</td>
<td>1.061</td>
<td>0.21</td>
</tr>
<tr>
<td>Emotional commitment</td>
<td>85</td>
<td>3.78</td>
<td>0.854</td>
<td>1.021</td>
<td>0.256</td>
</tr>
<tr>
<td>Continuous commitment</td>
<td>85</td>
<td>4.11</td>
<td>0.652</td>
<td>0.820</td>
<td>0.653</td>
</tr>
<tr>
<td>Normal commitment</td>
<td>85</td>
<td>4.42</td>
<td>0.425</td>
<td>0.874</td>
<td>0.254</td>
</tr>
<tr>
<td>Organizational effectiveness</td>
<td>85</td>
<td>3.48</td>
<td>0.688</td>
<td>0.870</td>
<td>0.435</td>
</tr>
</tbody>
</table>

According to the results in Table 4, correlation coefficient between organizational commitment and effectiveness shows that the meaningful correlation (P<0.05) exists among the variables, and also positivity of this coefficient shows changes in line with increase of a variable along with increase in the other. Therefore, as each unit of organizational commitment increases, the variable of organizational effectiveness will also increase. In other words, there is a meaningful relationship between organizational commitment and organizational effectiveness among the staff of Ardabil province general bureau of sports and youth affairs. Correlation of emotional commitment and organizational effectiveness has the highest level of correlation among aspects of organizational commitment and is a sign of the
importance of emotional commitment for the staff of Ardabil province general bureau of sports and youth affairs. Therefore, managers of general bureau of sports and youth affairs can identify emotional needs of the staff in different levels along with formal processes in a serious and careful way, and provide requirements for their emotional commitment in different levels.

**Table 4.** The relationship between organizational commitment and organizational effectiveness

<table>
<thead>
<tr>
<th>Variables</th>
<th>Organizational commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson’s correlation coefficient</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.352</td>
</tr>
<tr>
<td>Emotional commitment</td>
<td>0.421</td>
</tr>
<tr>
<td>Continuous commitment</td>
<td>0.365</td>
</tr>
<tr>
<td>Normal commitment</td>
<td>0.312</td>
</tr>
</tbody>
</table>

Figure 1. Correlation between normal commitment and organizational effectiveness.  

![Figure 1](image1.png)  

Figure 2. Correlation between organizational commitment and organizational effectiveness.  

![Figure 2](image2.png)  

Figure 3. Correlation between continuous commitment and organizational effectiveness.  

![Figure 3](image3.png)  

Figure 4. Correlation between emotional commitment and organizational effectiveness.  

![Figure 4](image4.png)
CONCLUSION

With regards to the results obtained in the present study, there is a meaningful positive relationship between different aspects of organizational commitment and organizational effectiveness, so that the relationship between normal commitment and organizational effectiveness was positive meaningful. But this level had the least effect in comparison with other aspects of organizational commitment. Results showed that the factor of emotional commitment had the highest level of connection with organizational effectiveness. Within the organization under study, and organization’s effectiveness is related to emotional commitment of the man force to a great extent. Therefore, in order to increase the level of effectiveness among the staff of the organization, managers must invest on emotional and inner commitment of the staff, and pay attention to their emotional needs.

In a study entitled “an examination of the relationship between organizational commitment and features of performance”, Mustafa Amay (2011) includes role conflict, role ambiguity, organizational environment, organizational support, attitude towards organization, opportunity to grow, and the staff’s jobs aspects. According to the reports presented, situational factors have a greater role than personal factors in describing the variance of organizational commitment. Researchers believe that the power of organizational commitment is a result of general combination of experiences related to the work, and is not related to it. Work place has an essential role in the level of organizational commitment of many groups of the staff. Therefore, in order to transit from traditional management and maintenance of organization’s survival, managers must create deep and basic changes in their management methods. Changing attitude towards man force may bring about good results for managers and organizations. All the issues under discussion in every organization somehow go back to the man force. Looking at man force as the human capital is among successes of an organization. Thence, the organization would pay attention to each and every employee as a capital and asset, which would lead to its effectiveness. A requirement of competition and gain of more and continuous benefit is increasing attention of managers to the human resources and increasing the staff’s organizational commitment which is among the main assets and pillars of the organization.

REFERENCES