

# Investigating the Relationship between Job Satisfaction and Organizational Culture with Organizational Commitment of Tehran Municipality Employees

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## *Abstract*

The purpose of this study is to investigate the social factors affecting the organizational commitment of Tehran Municipality employees. The method of this research is survey and correlation type. The statistical population of this study is all employees of Tehran Municipality. The sampling method is simple random and the sample size is 240 people. The data collection tool and information is a questionnaire, the reliability rate (Cronbach's alpha) of research variables is between 0.80 to 0.92, which indicates the correlation and internal alignment of items. Pearson correlation coefficient, t-test, multivariate regression, analysis of variance and path analysis were used to test the hypotheses.

The results of the analysis of hypotheses indicate that there is a positive and significant relationship between social factors, job satisfaction, organizational culture and organizational commitment in Tehran Municipality. The regression results show that 0.239 of the changes are explained by independent variables and the variables of job satisfaction and organizational culture had the greatest impact on increasing organizational commitment. The variable of job satisfaction has the most direct and indirect effect on the organizational commitment.

**Keywords:** Organizational Commitment, Job Satisfaction, Organizational Culture, Organizational Management, Organizational Justice.

## **1. Introduction**

Commitment is one of the basic values that the organization and planning of the organization relies on in such a way that the criteria for evaluating employees based on commitment can be a good component for predicting the progress of the organization. Determining this feature even to questions such as whether the employee will work overtime? Will the holiday come to work?

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Does he come late or leave early? will also answer, most managers believe that this commitment is absolutely necessary for the effectiveness of the organization, managers must maintain and nurture the commitment and loyalty of employees to the organization(Mitchell, 1978:157, Shekarkan, 2013).

Organizational commitment is one of the invisible factors affecting the performance of employees, because loyal, committed and compatible human resources with organizational goals and values are willing to work even beyond the duties prescribed in the job description, the existence of such a workforce in the organization With the increase in the level of performance and the decrease in the rate of absenteeism, tardiness and leaving the service, it makes the credit of the organization appear favorable in the society and provides the basis for the growth and development of the organization (Dolatabadi Farahani, 2018).

In the discussion of professional ethics, one of the important and effective elements in the process of development, productivity and improvement of the organization's work is having a high commitment to work, considering that the most important and valuable capital of the organization is its human capital, and paying attention to this precious capital prevents the process of failure. or the success of organizations has an effect, trying to develop commitment in employees is an important thing that managers should pay attention to. More committed people adhere to the values and goals of the organization and will play a more active role in the organization and are less likely to leave the organization and find new job opportunities (Greenberg and Baron, 1989, Alwani, 2009).

Research has shown that organizational commitment is associated with outcomes such as job satisfaction (Batman and Strasser, 1980), attendance (Mathew and Zajac, 1990), extrasocial organizational behavior (Eriely and Chatman, 1986) and job performance (Meyer, Allen, and Smith, 1993) has a positive relationship and a negative relationship(Moody, Porter and Steers, 1982) with a better desire to work(Chianchenj & etc, Farhangi and Hosseinzadeh, 2011).

Numerous researches have shown that the demands of employees include proper payment of salaries, job security, compatible cooperation, valuing work,

meaningful job, opportunity for advancement, comfort and suitable working conditions, competent and good leadership, acceptable instructions and guidance(Ahmadi, 2009: 111).

One of the characteristics and problems of most public and private organizations and companies in our country compared to western and developed countries is the lack of organizational commitment of the employees, while an organization needs resources and facilities to achieve its goals, the most important factor in achieving goals Organization is human power. The human resources of any country is a necessary tool for economic development, and without efficient and specialized human resources, it is impossible to achieve development. The country's economic growth policies should predict the pattern of employment in such a way that by taking into account social, cultural, political and economic factors, maximum efficiency and productivity will be achieved. (Tavasouli, 2015: 236).

This article studies an example of organizational behavior called organizational commitment and the factors affecting it. This issue became important as a research topic because the preservation and expansion of community health and public and academic health education is the basic pillar of a country's development, and on the other hand, the lack of organizational commitment causes the loss of the sense of loyalty and belonging to the organization and sincere and maximum service in become a member of the organization and as a result of not performing tasks optimally and providing effective services. Therefore, the main issue of this research is whether job satisfaction and organizational culture affect employees' organizational commitment as an ethical behavior. And which one has the biggest role in creating effective commitment and ultimately progress and achieving the goals of the organization?

## **2.Review of Literature**

Abdi and etc(2022) showed that the perception of organizational bullying through organizational commitment has a negative and significant effect on the tendency to leave the service, the coefficient of this effect is 0.35 and the perception of organizational bullying through leadership behavior on the

tendency to leave the service has a negative and significant effect. The coefficient of this effect is 0.25 and also the perception of organizational bullying has a positive and significant effect on the tendency to leave the service that the coefficient of this effect is 0.67. Ahangari and Hayati(2019) showed that, there is a positive and significant relationship between social capital and communication skills and organizational commitment of public relations staff of public organizations of Tabriz.

A research conducted by Darwish Youssef (2001) among 425 Muslim employees of United Arab Emirates offices investigated the relationship between work ethics and organizational commitment and job satisfaction. The results obtained were that there is a positive relationship between work ethics and organizational commitment. There is a meaningful relationship and work ethics had a significant relationship with dimensions of organizational commitment and some dimensions of job satisfaction (Rajabipour and Dehghani, 2011). In another research conducted by Schicker (2001) among sales representatives, the relationship between ethical climate with job satisfaction, organizational commitment and willingness to leave the job was examined. This study showed that creating an ethical climate by rules and policies Ethical causes job satisfaction, more organizational commitment, and as a result lower job leaving rate. (Rajabipour and Dehghani, 2011). - Mijen (2007) in the study of the impact of organizational culture on organizational commitment in local municipalities in South Africa found that there is a relationship between the biography variables, organizational culture and organizational commitment of municipal employees, organizational culture has an important impact on the organizational commitment of employees.

The results of the research that examines the relationship between organizational commitment and job satisfaction with employee absenteeism and turnover indicate the negative relationship between job satisfaction and organizational commitment variables with employee turnover, and there is a significant and positive relationship between job commitment and employee turnover. (Falkenberg and Scheins, 2007, Farid, 2008). The findings of Syota and etc (2012) in the study of the impact of organizational culture and organizational commitment on job satisfaction on 127 employees in Indonesia

showed that organizational culture does not have a direct effect on the job duties of employees. If organizational culture is related to job satisfaction, then the power of the impact It has an effect on the duties and organizational commitment has an important effect on the duties of the employees directly and indirectly.

Bagban Kheljani and Javanpour Heravi (2015) show that, there is a significant relationship between the variables of the effectiveness of training and development, payroll, performance evaluation, appropriate relation with employees and engagement with organizational commitment. But there is not a significant relationship between variable of employment alternative opportunities with organizational commitment. Novin Anarjan and Elmi (2015) show that, there is a meaningful relationship between organizational commitment and organizational trust, organizational partnerships, organizational justice, the network of relationships and positions. But there was no significant difference between organizational commitments based on gender segregation. According to the results of the present study, in order to raise the level of commitment, organizations must strengthen trust, partnership, network of relationships and fairness is necessary.

The findings of Selajgeh's research (2008) showed that there is a positive linear relationship between the level of job satisfaction, health maintenance factors and the presence of environmental factors on the one hand and the level of commitment of managers' organization on the other hand. There is a significant relationship between job satisfaction and organizational commitment. Attarian (2006) has also found that there is a positive and direct relationship between the moral climate governing the organization and the job satisfaction of managers and its relationship with the dimensions of ethical behavior of managers. Abbasi Qadi (2016) in the research of investigating the effective factors on strengthening the morale and conscientiousness of the employees working in the Shahid Foundation and Veterans Affairs organization, the relationship between job motivation, job satisfaction, understanding of organizational justice, organizational participation, organizational management style, expressive interaction in the work environment, There is a relationship between the feeling of alienation from

work and the type of attitude towards work with the level of conscientiousness of employees.

Maleki et al. (2007) in examining the relationship between dimensions of organizational culture and organizational commitment, 76 experts of Shahid Sadouqi Hospital, Yazd, found that organizational commitment of employees has a significant relationship with two dimensions of organizational culture (reward mechanism and teamwork), but with two other dimensions (training) and organizational development and communication) has no significant relationship. Ziyai et al. (2009) in the study investigating the relationship between the dimensions of Denison's organizational culture and the organizational commitment of Tehran University library staff concluded that there is a relationship between organizational culture and its dimensions (involvement in work, adaptability, adaptability, and mission) with organizational commitment. There is a significant relationship between Tehran University library staff.

The findings of Hosseini and Mehdizadeh Ashrafi (2009) in a research titled "Identifying Factors Affecting the Organizational Commitment of Employees of Islamic Azad University of Firuzkoh Branch" proved that the variables of repetitiveness of work, satisfaction with the supervisor, work independence and the inference of employees from lack of concentration, have a significant relationship with Has an organizational commitment. - The results of the research on the relationship between work ethics and job satisfaction and job stress of technical and vocational education employees in Tehran by Nader Soleimani and others (2013) showed that three dimensions of work ethics (attachment and interest - perseverance and seriousness - healthy and human relations at work) are predictors. They are significant for job satisfaction. The regression results also showed that two dimensions of work ethics (attachment and interest - persistence and seriousness at work) are significant predictors for employees' job stress.

Despite the lack of consensus in the definition and conceptualization of organizational commitment, two theoretical grounds can be found for it. First, organizational commitment can be seen as having two attitudinal and behavioral dimensions. Customers or clients, commitment to the manager and

colleagues, commitment to oneself and commitment to the organization. (Roberts et al., 1999, Taliban, 2003) Sheldon considers organizational commitment as an attitude or orientation that connects or depends on the individual's identity with the organization, Buchanan considers organizational commitment as a type of emotional and biased dependence on the values and goals of the organization (Esmaili, 2010: 67).

Different sociological theories have been used to measure the effective factors on organizational commitment. According to George Homans' success and value issues, organizational commitment is a function of work reward and work value, that is, if a person has a high level of commitment, but the expected reward in return If he does not understand, the probability of remaining in his previous commitment will decrease. Congruence between work rewards (organizational and social rewards) and work values leads to more organizational commitment (Karimzadeh, 2018). Porter and his colleagues have defined organizational commitment as "the relative degree of identification of a person with the organization and his participation and involvement in the organization. In this definition, organizational commitment includes three factors: 1. Accepting the organization and accepting its goals 2. Willingness to exert more justifiable effort 3. Interested in maintaining membership in the organization (Mortazavi, 2019: 33) Allen and Meyer defined three dimensions for organizational commitment under the title of emotional commitment, continuous commitment and normative commitment: 1- Emotional commitment: This part of organizational commitment is defined as attachment to an organization, which is determined by accepting organizational values and also by the desire to stay in the organization. 2- Duty or normative commitment: Duty commitment is defined as a perceived duty to support the organization and its activities and expresses a sense of duty and obligation to remain in the organization; People think that it is their duty to continue the activity and support the organization. 3-Continuous commitment: It is caused by understanding the increase of lost costs in an organization. Sunk costs are costs of an activity or project that can be recovered. Therefore, if someone has continuous commitment, he will be sensitive to the increase of such costs. And he will feel more committed to it.

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Conner and Patterson recommended the work commitment model to managers in order to create commitment in employees, which has three pillars: 1- sense of belonging to the organization, 2- sense of excitement in the job, 3- confidence in the management, these three senses create the triangle of work commitment. brings and creates and strengthens work commitment in employees. (Hosseini and Kohnooji, 2016) Ariely and Chatman (1986) based their multidimensional model on the assumption that commitment presents an attitude towards the organization and has mechanisms through which the attitude is formed. Therefore, based on Carkelman in *Attitude and Behavior Change* (1958), Ariely and Chatman believe that the link between the individual and the organization can take three forms: compliance, assimilation, and internalization. Compliance occurs when attitudes and behaviors are aligned with They are adopted in order to earn certain rewards. Assimilation occurs when a person accepts influence in order to create or maintain a satisfying relationship (Meyer & Herskevich, 2001, 305). Finally, internalization is a behavior that reflects derived values or goals that are consistent with the values or goals of the organization (Modi, 1998: 390, Farhani, 2018).

According to Mayer and Schurman, organizational commitment has two dimensions. They called these two dimensions continuance commitment (willingness to stay in the organization) and value commitment (willingness to put in extra effort). Although there are similarities between the dimensions of organizational commitment identified by Angel and Perry and Mayer and Schurman and those identified by Mayer and Allen, there is also a fundamental difference between their models. The three components of Meier and Allen's commitment (affective, continuance and normative) are basically different based on the mental format that connects the individual to the organization. However, the behavioral result of all three components of commitment is similar and that is to continue working in the organization. On the contrary, in the models of Angel and Perry and Mayer and Schurman, it is assumed that continuance commitment is related to the decision to stay or leave the organization. And value commitment is related to the double effort of achieving organizational goals (Meir and Herskevich, 2001: 306-307).



In the structural functionalism approach of Parsons, the term organizational action and behavior here and in the wide dimensions of the word does not only include visible external behaviors, but also includes the thoughts, feelings, tendencies and desires of actors in the organization. From Parsons' point of view, the following two categories are very important in promoting the organizational commitment of activists in the organization:

A: The type of attitude of activists towards organizational goals: If the actors of the organization perform their duty and commitment out of interest and attachment, their organizational commitment to the organization will increase. He knows the right to participate in the administration of the level of the organization in order to consolidate social cohesion in the organization and strengthen organizational commitment.

B: Type of assessment and evaluation of organizational actors The evaluation of organizational actors based on the subjective criteria of managers is effective in reducing the organizational commitment of members, if the evaluation is done objectively based on organizational rules and norms, organizational commitment will also increase. In order to increase commitment in the organization, on the one hand, he points to factors such as specialization, division of labor, rationality and optionality of the members' actions, and on the other hand, to the correct evaluation of the performance of the members of the organization based on the services they provide. Parsons points to the importance of increasing organizational commitment. It refers to two types of consent: A: Psychological satisfactions that include the approval of a person by others, acknowledgment of job success and job security. B: Instrumental satisfactions that include rewards in organizations, which are basically material rewards (Sabouri, 1995:172)

In the hierarchy of needs theory, which is one of the most famous theories of motivation, Abraham Maslow classified 5 categories of needs, these needs are 1- physiological (hunger, thirst and physical needs) 2- safety (safety and being safe from physical and emotional dangers) 3 - Social (emotion, belonging, memory and friendship) 4- Respect (- Internal including self-respect, autonomy and progress - External including base, position, fame and attracting attention) 5- Self-fulfillment (growth and achieving the same things

that a potential person has the talent to achieve) Dardo himself flourishes) (Robbins, 2010:73) Maslow calls higher needs growth or existence needs, satisfying higher needs is both biologically and psychologically constructive and beneficial, satisfying higher-level needs can lead to satisfaction, happiness, and a sense of satisfaction, fulfilling higher needs than satisfying lower needs depends on the conditions There is a better external (economic, social and political) need, for example, pursuing self-fulfillment depends on freedom of expression and more opportunities than the needs of safety and security. (Schultz, 1998: 343) In his health-motivation theory, Frederick Herzberg always raised the question of what people want from their jobs. He defined health factors including rights, job security, working conditions, position and dignity, organization policies, quality and methods of supervision, quality of relationships between colleagues, supervisors and subordinates as a set of factors whose absence causes job dissatisfaction and a set of factors that It causes satisfaction and motivation in the job, such as success, appreciation, responsibility, progress, self-control at work and the possibility of growth were defined as motivating factors. (Ahmadi, 2009:101)

Human relations theory believes that the more people in the organization have social satisfaction, the more efficient the organization will be. Workers in a soulless, formal and rational organization that only satisfies their economic needs will not feel satisfied and happy. This theory does not believe that only By dividing work and distributing official power in the most efficient way determined by the nature of work, efficiency can be increased, but also according to the social needs of individuals, informal groups, group participation in decision-making and establishing communication between the leadership and the members of the organization as much as possible. The satisfaction of employees will be provided, as a result, their cooperation will be attracted and the efficiency of the organization will increase. (Sabouri, 1994: 121) Since it was thought that the high or low organizational commitment of employees is somehow related to the motivational processes that are the result of people's attitude and mindset towards the job, the organization and the surrounding environment, it is based on Maslow's needs theory to identify the impact and type Its need and relationship with the level of organizational

commitment has been used. To measure the dependent variable of organizational commitment, Meyer and Allen's model of organizational commitment, which measures all three dimensions of organizational commitment (emotional, normative, and continuous), has been used. Part of the hypotheses was studied by applying to Elton Mayo's school of human relations in the field of the impact of organizational culture and job satisfaction. The first hypotheses (there is a relationship between organizational culture and organizational commitment) and the second (there is a direct relationship between job satisfaction and organizational commitment) were also proposed using the theory of the human relations school.

In this context, there are the following three main hypotheses

There is a relationship between social factors and organizational commitment.

There is a relationship between organizational culture and organizational commitment.

There is a direct relationship between job satisfaction and organizational commitment.

### **3. Methodology**

This research has investigated the social factors affecting the organizational commitment of Tehran municipality employees, the purpose of the present research is applied and the data collection method is a correlational survey. The statistical population of the present study includes all the employees of Tehran municipality, which is estimated to be 240 people using Cochran's formula. The sampling method of this research is simple random sampling. In order to collect information, both library and field methods were used. Questionnaire questions were designed in the form of five closed options in the form of a Likert spectrum and in rank measurement levels. The tool for collecting data and information is 3 questionnaires of organizational commitment, organizational culture and job satisfaction. The reliability of the questionnaire is between 0.80 and 0.89 using Cronbach's alpha method.

#### 4. Findings

In order to investigate the hypothesis "there is a relationship between organizational culture and organizational commitment", Pearson's correlation test was used. The correlation between organizational culture and organizational commitment is equal to 0.391. In Pearson's table, the value of sig is significant at the error level of 0.05, so with 99% confidence, the null hypothesis (H0) is rejected and the research hypothesis (H1) is confirmed, and the result is that there is a relationship between the two variables.

**Table 1. Examining the relationship between organizational commitment and organizational culture**

variables	Pearson correlation	sig
organizational commitment and organizational culture	0.391	0.000

In order to investigate the research hypothesis "there is a direct relationship between job satisfaction and organizational commitment", Pearson's correlation test was used. The correlation between organizational commitment and organizational justice is equal to 0.467. In the Pearson table, the value of sig is significant at the error level of 0.05, so with 99% confidence, the null hypothesis (H0) is rejected and the research hypothesis (H1) is confirmed, and the result is that there is a relationship between the two variables.

**Table 2. Examining the relationship between organizational commitment and job satisfaction**

variables	Pearson correlation	sig
organizational commitment and job satisfaction	0.467	0.000

Regression test of the main hypothesis of the research "What are the social factors affecting organizational commitment and what is the degree of influence of each one?" is shown as follows:

**Table 3. Summary of the regression model in the main research hypothesis**

Model	Independent variables	Multiple correlation coefficient (R)	Multiple determination coefficient (R <sup>2</sup> )
1	job satisfaction	0.467	0.218
2	Organizational Culture	0.489	0.239

In the above table, the value of the multiple correlation coefficient between organizational commitment and its estimated value under the regression model according to the linear combination of the independent variables in the final

model, i.e. organizational culture, is equal to 0.489 and for job satisfaction is 0.467.

**Table 4. Regression variance analysis in the main research hypothesis**

	S.s	d.f	M.s	F	sig
Regression	12.834	2	6.417	37.294	0.000
Error	40.781	237	0.172		
Total	53.615	239			

Considering the regression variance analysis table, the obtained sig is less than the error rate ( $\alpha = 0.05$ ). Also, the calculated Fisher value (37.294) is more than critical Fisher value (3.033) with degrees of freedom (2.237) and error rate ( $\alpha=0.05$ ). Therefore, the null hypothesis is rejected, in other words, it can be said that there is a significant linear relationship between organizational commitment and variables of job satisfaction and organizational culture.

**Table 5. Estimation of coefficients in the final model of the main research hypothesis**

variables	b	Beta	T	Sig
Constant	2.102		13.223	0.000
job satisfaction	0.272	0.365	5.198	0.000
Organizational Culture	0.132	0.180	2.588	0.010

Based on the information of the coefficient estimation table, job satisfaction in the first place and organizational culture in the second place have played an important role in predicting organizational commitment. By using the information of the above coefficient estimation table, the most suitable linear model is obtained as follows:

**Organizational commitment = 2.102 + 0.272 × (job satisfaction) + 0.132 × (organizational culture)**

The path analysis also showed that in the relationships between the variables, the job satisfaction variable had the greatest direct and indirect effect on organizational commitment in the path analysis.

## **5. Conclusion**

In the current situation, non-observance of some ethical standards, along with the changes of modernization and passing from the strong and strong models of traditional ethics, has caused many concerns in the governmental and non-governmental sectors. The fall of behavioral standards, due to the weakening of religious teachings and beliefs, the increase of material attractiveness, the unnecessary functions of structures, the dominance of individual self-interested patterns, the lack of applying a suitable punishment and incentive system, job security and lifelong work in government agencies hinder the growth of professional ethics. and has minimized the level of commitment and responsibility, discipline and accuracy, this has forced researchers to search for theoretical bases in this regard. In this research, as it has been proven that there is a direct meaningful relationship between organizational culture and job satisfaction with organizational commitment, in this way, the more favorable the job satisfaction and organizational culture are, the more organizational commitment will increase.

Based on the results of many findings inside and outside the country that there is a positive relationship between organizational culture and job satisfaction with organizational commitment, one of the main concerns of efficient managers at different levels is how to create suitable platforms for human factors working in all professions. It is for them to work with a sense of responsibility and full commitment to issues in society and their profession and to observe the ethical principles governing their job and profession. The first step in achieving these goals is the correct understanding of the concept of ethics and the identification of factors influencing the ethical behavior of employees in the organization, which have been identified in this study. It is hoped that organizations and managers will create more committed employees and more efficient organizations by applying these results. The suggestions of the article are as follows:

- 1) Managers strive to create a healthy work environment free of prejudice and bias, so that all colleagues feel calm and safe despite the problems they have at work or perhaps in the family environment and are satisfied and happy to be at work.

2) The more favorable the organizational culture, the greater the organizational commitment. Therefore, to increase the commitment among the employees, it is necessary to provide the appropriate organizational conditions and atmosphere, and to involve the employees in the activities, decision-making and group participation, and spread the correct moral and occupational values. Create a feeling of vitality and satisfaction in them so that they come to their work environment with interest and desire, not with reluctance and compulsion.

3) If the organization tries to harmonize the job with the morale, experience, background, expertise and attitude and values of the employees and provide physical space, suitable facilities, cordial relations with colleagues, increase skills and timely promotion and proportionality of income with the volume and type of tasks, without Doubt maximum job satisfaction is obtained.

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