

"The Relationship between Employees' Commitment and Improvement of the Organization Performance in the National Iranian Drilling Company"

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ABSTRACT

Nowadays, organization and management thinkers indicate that the most important and valuable asset of an organization is its human resources and paying attention to this precious asset have direct effect on the failure or success of the organization. The concept of organizational commitment implies a positive attitude resulting from the employees' sense of loyalty to the organization and manifested in the individuals' participation in organizational decision-making, paying attention to people in the organization and their success and well-being. Some of the most significant results of employee's commitment to the organization that affect the performance of the organization include : increase of creativity and innovation of the employees, reduction of employees turnover, employees' sense of satisfaction, belonging, dependency and attachment to the organization, more appropriate job performance by the employees, altruistic behavior, lack of absenteeism from work, helping colleagues and reducing work stress and also organizational successes and finally the increase of effectiveness and productivity of the organization. All these results finally lead to the organization's elevation and achieving the organizational goals and in the end benefit the society too from the profits of the organization and endeavors of the employees. Therefore, the present study investigated the relationship between employee's organizational commitment and improvement of performance of the organization. The method of the present study was descriptive-correlational and the hypotheses were tested using Pearson correlation coefficients and SPSS software, version 16. The results indicated that there is a direct relationship between the sense of commitment in the employees and improvement of the organization performance, and multiple regression analysis showed that the dimension of appropriate delegation of authority among the employees is more effective on improving the performance of the organization in comparison with other aspects of work commitment.

KEYWORDS: organizational commitment, job satisfaction, organizational development, motivating, delegation of authority

1. INTRODUCTION

It has been a while since the term organizational commitment has been introduced into the country's administrative culture and it has been considered by senior managers. However, until now the essential steps have not been taken to identify and apply the rule of work commitment in society. Work conscientiousness can be defined as consent and practical obligation toward the assigned tasks for the individual, with the condition that the individuals accomplish their tasks in the best possible way under no monitoring system. With such definition, the present article tries to examine the conceptual and practical aspects of this issue.

Nowadays, due to the continuous changes and transformations that organizations face scientists have concluded that the most important factor in gaining competitive advantage in organizations is their human resource. And therefore day by day the attention to the relationship of human resources with organizations and their views about the organization is increasing. Organizational commitment is an attitude. It is a mental state that indicates a tendency, need and obligation to continue working in an organization. Loyal human resources is consistent with the goals and values of the organization and can perform beyond the duties set forth in the job description, and can be an important factor in effectiveness of the organization.

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The existence of such force is coupled with the rise of performance level and the decrease of rates of absenteeism, delay, and turnover and reflects a positive view of prestige and credibility of the organization in the society and creates the opportunity for growth and development of the organization. In contrast, the human resources with low commitment or organizational commitment, not only do not move towards the goals of the organization, but also by creating indifference towards the problems and issues of the organization may have a negative effect on other colleagues, which this in turn would be the source of many anomalies in various social, political, economic and cultural aspects in society. Therefore, organizational commitment is "an attitude regarding the loyalty of the employees to the organization, and is an ongoing process through which members of the organization show their interest in the organization and its continued success and effectiveness.[25] In this regard, Imam Khomeini also said: "everyone's Jihad includes doing the work which he has been assigned to them in an accurate and consistent way."

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Therefore, this article examines the impact of various aspects of organizational commitment, and refers to the effects of the employee's organizational commitment on improving the performance of the organization. In fact, the relationship between organizational commitment and organizational performance improvement is considered as one of the fundamental issues of human resource management which can be the focus of many discussions among researchers. Awareness of the existence of such a relationship and effective exploitation of its benefits is very important for managers and supervisors.

Therefore, the main issue in this paper is whether there is a relationship between the sense of commitment of the employees and improvement of the performance of the organization.

2. The objectives of this study include:

- 1 - Obtaining more knowledge of the organizational commitment among employees and its dimensions through research.
2. Achieving some of the ways to improve performance of the organization.
3. Identifying suitable strategies for effective utilization of the employees based on their interests and abilities.
4. Helping the assignment of competent managers based on expertise and work ethic.
5. Having knowledge of appropriate educational methods and programs based on the requirements of the job.
6. Identifying the appropriate methods for evaluating the performance of employees and optimal labor division.

In general the practical purpose of this article is examining the relationship between employee's commitment and improvement of performance of the organization in the National Iranian Drilling Company, and identifying the factors affecting the work commitment of employees to show the importance of each factor. The results can be used to create loyalty in the employees and also for attracting and recruiting the human resources in the entrance examination or job interviews.

3. Different definitions of organizational commitment:

Organizational commitment is the individual's positive or negative attitudes toward the whole organization in which they work. Organizational commitment is the state that the employees recognize the organization and its objectives as representative of themselves wishing to maintain its membership.

Generally, there are various definitions of organizational commitment, including the following:

1. Strong willingness to maintain the membership of a specific organization
2. Willingness to make great effort for the organization
3. Unwavering belief in the acceptance of the values and goals of the organization [10]

The Martyr Teacher Motahari also regards commitment as adherence to the principles and conventions to which the individual is committed: "A committed person is someone who is loyal to their covenant and promise and takes measures to achieve the goals [11]. In other words, when individuals are involved with their work, we can say that they are committed to their work. In most communities, failure, anxiety, despair and loss of personal honor are caused by the increasing failure. Because hope makes people work and each individual expects their own rewards based on their values. People hope that their work brings them appreciation by others, independence, knowledge, fame, power, money, better world, and closeness to God. Surely, committed employees are more successful in achieving the expectations and benefits of work [21].

Porter et al (1974) define the organizational commitment as matching with an organization and connecting to it. In their view, organizational commitment is made of at least the three following factors:

- A) Compliance to the organization and acceptance of its values and goals
- B) Readiness for putting significant and more efforts
- C) Interest to maintain membership in the organization [16]

Hunt and Morgan (1994) have discussed the organizational commitment on both micro and macro levels. Commitment at the micro level includes commitment to the organization's specific groups, including working groups, supervisors and senior management and commitment at the macro level includes commitment to the organization as a whole collection and system [17].

In other words, organizational commitment is the individual's unwavering belief in acceptance of the values and goals of the organization and the desire to put more effort and to maintain membership in the organization. On this basis, people who are strongly committed acquire their identity from the organization, they participate in and are involved with it and enjoy their membership in the organization. In this regard, the Prophet (pbuh) said: "God likes it when any of you doing a job perform it in a nice and steady manner [6]. Based on the tripartite model of Allen and Meyer, commitment consists of three components:

1. Emotional commitment: a sense of belonging and attachment to the organization and acquiring identity with recourse to it.
2. Continued commitment: the need to stay in the organization and calculating the profits and losses arising from quitting the job
3. Normative commitment: sense of loyalty to the values and goals of the organization [2].

3.1. Results and outcomes of organizational commitment:

Organizational commitment is a very important and essential factor in the performance and efficiency of the organization because committed human resources have a sense of belonging to the organization, consider the organization's goals as their own objectives, don't spare any effort in attaining the goals, are dependent on the organization and gain their identity with recourse to it which in addition to their own growth leads to the greatness and success of the organization and

accordingly the organization gets closer to achieving its mission and raison d'être[7].. Besides the mentioned items some of the results and outcomes of organizational commitment are as follows:

1. Committed employees highly accept the organization's goals and values.
2. Committed employees are more organized in their work.
3. Organizational commitment reduces the need to spend a large amount of money to create exact and complicated monitoring and control systems[2].
4. Committed employees feel good about their work and greatly value their jobs.
5. Organizational commitment can reduce the force replacement, complaints and objections, and emotional and mental stress of the employees.
6. Finally, organizational commitment increases the efficiency and effectiveness of the organization[1].

3.2. The importance of organizational commitment

Commitment and compliance are two closely connected attitudes which reduce important behaviors such as displacement and absenteeism. Moreover, commitment and compliance can have several positive consequences. Employees who are more committed to their work are more organized, remain in the organization for longer time, and are more effective for their organization. Managers must maintain the commitment and compliance of the employees towards the organization, and this should be done by involving the employees in decision-making and providing an acceptable level of job security for them to increase commitment and compliance. Commitment means the enthusiasm of the employees to meet the demands of their jobs. Commitment and compliance, similar to job satisfaction, is dependent on individual, group and organizational factors. Organizational commitment plays an important role in the effectiveness of the organization. Understanding the state of organizational commitment of employees can help managers to foster the improvement and success of the employees. According to various studies there is an inverse relationship between absenteeism and employees' displacement, but it always has a direct correlation with performance. Shermerhorn et al (1998) regard the organizational commitment as a mutual psychological agreement between the employees and the organization. Committed individuals are as a source of power and energy that powerfully move towards their goals and objectives. A group of committed people can create a force that makes the impossible possible [6]. High level of organizational commitment reflects the acceptance of the goals and values of the organization and by the employees and committed employees are more willing to accept the changes. In general, an idealist organization needs to use commitments as a reinforcing circle:

Basically, this commitment is achieved through offering service and commitment. When senior management shows sincere commitment and offering service to the employees, they also show commitment and loyalty to their work. This commitment to perfection provides the basis for compliance and offering service to the customer and the final result is benefit for the customers. Meanwhile as the customers are benefited the organization is benefited as well and the customers maintain the wellbeing and survival of the organization and its customers through the loyalty and compliance to the organization. Maintaining the perfection over the long term is not a mystery but is the result of building commitment.

3.3 Methods for enhancing employees' commitment in the organization

To find the answer to the question of how organizations and companies can succeed in enhancing employee commitment many studies have been done by researchers in a range of different communities (business organizations and trade unions). What follows is a review of an outline of the activities needed to increase employee commitment:

1. Having a clear mission and organizational ideology
2. Ensuring the organizational justice
3. Receiving complaints
4. Having bilateral relations between managers and employees
5. Building a sense of community and emphasizing collective cooperation
6. Giving importance to the staff development, empowering, and flourishing [9]
7. Developing an appropriate systems of encouragement and punishment
8. Providing the appropriate ground for creating the staff creativity and innovation
9. Promoting from within, or in other words filling vacancies using the qualified individuals among the existing staff
10. Creating work challenge [1]

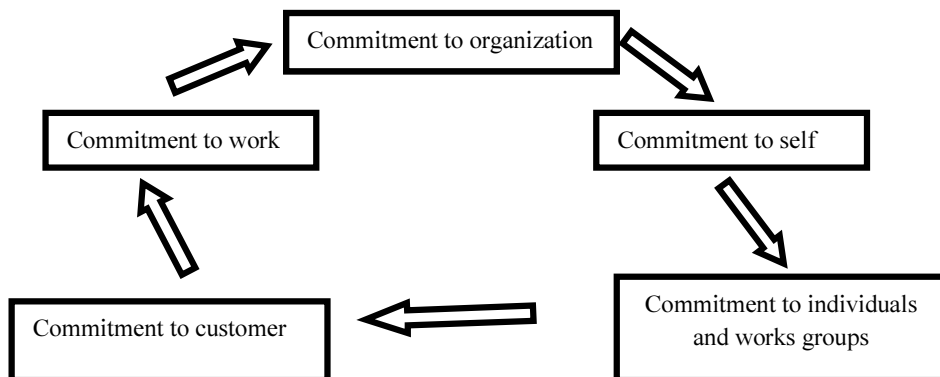


Figure. 1 .Commitments as a reinforcement circle [21]

4. Improving performance of the organization:

In general, the meaning of performance is the mode or quality of operation. Therefore, organizational performance is a general structure that refers to how an organization functions. The most famous definition of performance is provided by Nili et al (2002): ((the process of explaining the quality of effectiveness and efficacy of the past actions)). According to this definition, the function is divided into two components: 1) the function describing how to use the resources in the production of services and products, i.e. the relationship between the real and the ideal combination of inputs to produce specific outputs; and 2) effectiveness that describes the degree of achieving organizational goals[19]. performance includes the predicted criterion or dependent key criterion in the provided framework. This framework operates as a means to judge the individuals, groups and organizations.

The key to success for improvement of organizational performance of organizations of all sizes is to ensure that people spend more time and energy to perform necessary processes of performance management, this means to agree upon the individual and team objectives that are supportive of organizational and unit objectives and to assess the performance based on those goals, also to agree upon the program necessary for improving the performance and increasing the ability of organization to provide better functional results.

4.1. The concept of organizational improvement

Organizational improvement is an approach for improving performance of the organization which is on the basis of the educational process and change of values and attitudes of employees and members of the organization. In the 1970s, organizational development turned into a separate discipline in the field of behavioral sciences with the aim of creating a specific change in the organization. Although organizational improvement in practice modifies or improves the performance of the organization, it pays more attention to the issue of improving the welfare and meeting the needs of employees. In general, the purpose of organizational improvement is to change the attitudes, values and beliefs of employees in a way that enables the employees to understand and carry out the technical changes. Usually, these actions are done in the form of re-structuring and re-organizing.

In the present world, the workforce is increasingly becoming heterogeneous and organizations are continuously changing. Over time, through change via organizational improvement it is possible to have appropriate response to the realities of the organization. Here are some definitions of organizational improvement:

Jones: organizational development is a series of techniques and methods that managers can apply in their practical research plan to increase compliance in their organizations.

Warren Benis: organizational improvement is a response to the changes and a complex training strategy to change the beliefs, values and structure of the organizations; so that the organization can adapt to new conditions, new markets and new technology and to adjust to the problem of rapid changes.[5]

As it is clear from the above definitions the necessary factor for the formation of the improvement of organization performance is the use of various methods of organizational improvement, which in accordance with the conditions of the external environment are considered as its requirements. Since the acceptance of the employees' rapid and increasing changes needs a high amount of commitment in the employees of organization it can be concluded that the organization with more committed employees takes steps more successfully in implementing methods of organizational improvement and therefore gaining competitive advantage[8].

4.2. Objectives of organizational improvement

- ☐ Deepening the organizational goals and lining up the objectives of the organization and staff
- ☐ Strengthening trust, communication, cooperation and protection among the organization's employees
- ☐ Creating job satisfaction and increasing the work enthusiasm of the staff
- ☐ Increasing the individual responsibility for planning and execution
- ☐ Creating enthusiasm in people for change
- ☐ Giving responsibility to make decision to those who are most informed about how to resolve the problems
- ☐ Moving towards participative leadership style and cooperation within the organization
- ☐ Eliminating conflicts between interfering groups
- ☐ Enhancing staff motivation at all levels of the organization
- ☐ Increasing the ability to respond quickly to changes [5]

5. Previous studies

A) Hassani (2004) [10] in his research "examination of the relationship among the interest in job, job satisfaction, organizational commitment with the desire to maintain that job and job commitment" which is his master's thesis at Shahid Chamran University, and the results indicate that the employee to be more efficient in their jobs need and to increase survival in their professions and not to have a tendency for job displacement should have occupational interest, job commitment and high organizational commitment in their organizations and professions.

B) Kord Shuli (1994) [14] in his Master's thesis at Tarbiat Modarres University, entitled "Study of turnover in the education staff of General Office of Education of Fars province" investigated the causes of turnover and came to the conclusion that there is a robust inverse relationship between organizational commitment and turnover.

C) Ranjbarian (2006) [20] has done an extensive research regarding the organizational commitment at Esfahan University and has stated that if the organization managers provide the context and appropriate opportunities for creating and fostering the employees' creativity and innovation a remove that barriers that may exist in the path of the employees'

growth and creativity and also encourage the spirit of innovation and creativity in the organization the staff accordingly would have a positive response to this issue and would show more commitment and engagement to the organization and its goals.

D) In the study conducted by Smith (1993) on the relationship between employee participation and success in 14 English companies it was indicated that the most important factors in the success of the companies was high commitment and engagement and robust involvement of the staff in doing their assigned duties [26].

E) A new study by two professors of Harvard University shows that "a large group of employees are seeking involvement and participation (engagement) in organizational tasks and gaining more decision-making authority in their workplaces[26].

F) In a study by (Pruf, 2006) entitled the relationship between job satisfaction and organizational commitment on 132 academic staff in Turkey the results of correlation analysis showed a positive correlation between job satisfaction and affective and normative commitment regarding the job and the organization.

6. Research conceptual model and hypotheses

Nowadays, there is more attention to organization human resources, in particular the concept of organizational commitment due to its importance in the success or failure of the organization. It is one of the major concerns of the organization managers. Therefore, the present study has identified and discussed the three basic dimensions of organizational commitment that have the greatest impact on improving organizational performance in the following parts :

6.1. Taking Responsibility and appropriate delegation of authority:

One of the definitions accepted by most experts and authors of the administrative science regarding of management is "working with individuals and using groups and individuals to achieve organizational goals." We can interpret various aspects by this definition. One of the most important aspects is delegation of authority. Delegation of authority as one of the main strategies for organizational participation is effective in giving help, fostering involvement and sense of responsibility of employees working in an organization and if done with knowledge has added value for the organization and the manager. Studies have shown that more than seventy percent of what managers do can be delegated to their subordinates. Delegation is the process by which managers or supervisors give part of their legitimate authority to others without transferring their ultimate responsibility. The important thing is the delegation of authority is that it enables administrators to do their main duties, including paying attention to the future of the organization and training of future managers, and to avoid involvement in the daily supervision. In every organization there are many talents who are waiting for the opportunity to flourish. The more the delegation and decentralization is, the more the possibility of development and use of these talents. Delegation of authority becomes more important with the development of the organization to the extent that existence of the organization is impossible to continue without it[10]. In this context it is also necessary to refer to the elements of delegation of authority. The purpose of the delegation of authority to the staff is that three four factors should be given to them to be able to do their job or task better. These four factors are:

1. Information: The necessary information about the performance of the company should be given to the employees.
2. Necessary knowledge and skills: employees must have enough knowledge and skills to meet the goals of the company.
3. Reward: Reward of the employees should be paid based on the company performance; obviously employees who have more activity to improve the performance of the organization are eligible for additional bonuses.
4. Enough power: to make important decisions employees must have sufficient power[23].

With regard to what is mentioned it is clear that the delegation of authority is a fundamental necessity and contains the following significant benefits:

- ☐ Increasing efficiency
- ☐ Increasing interest in the work
- ☐ Strengthening collective cooperation
- ☐ Individual development
- ☐ Avoiding the manager's waste of time [27]

Another factor associated with the employees' organizational commitment and delegation of authority is "participatory management", which generally includes involving the staff in all levels of the organization in the process of identifying of the problem, analyzing the situation and achieving solutions, in a way that the staff have great decision-making power and consult with their manager at all stages. The purpose of employee involvement is a participatory process aiming to encourage more commitment in the participation employees and members of the organization for the organization's success. As a result, the individuals become more committed to the organization, efficiency, production and productivity of the organization increases and finally, they feel more satisfied with their work [27]. As mentioned in the previous sections in management and behavioral science literature organizational commitment is considered as a key factor in the relationship between individuals and organizations and many theorists consider the organizational commitment as a factor that will strengthen the individual's dependence on the organization. If employees enthusiastically continue working with the organization and put enough efforts to achieve the goals of the organization (they should also have high organizational commitment) performance and capability increases in the organization[13]. The relationship between delegation of authority and organizational commitment is one of the fundamental issues of human resource management which can be the focus of many discussions among researchers. Dependence and connection between delegation of authority and organizational commitment gives awareness to the managers that not only is effective participation of individuals effective in creating normal behavior and increasing staff efficiency by providing organizational democracy but

also plays an important role in improvement and enhancement of the overall performance of the organization. Therefore, the first minor hypothesis is formulated as follows:

There is a significant positive relationship between appropriate delegation of authority and employees' responsibility and improvement of the performance of the organization.

6.2. Reducing turnover and displacement:

Nowadays turnover of the employees in organizations is one of the major concerns of human resource managers. Therefore, organizations which are able to identify the factors leading to the employee turnover can use effective policies and procedures to maintain human resources before this turnover happens. With the increase of competition and the development of human resources, organizations are trying to retain and empower their talented employees to make them have a high performance; however, organizations always are afraid of losing their human resources which is a loss for the company; because any organization spends much to educate, train and prepare their employees to enable them to reach the productivity and optimum performance level, and the loss of the valuable human resources results in the loss of skills and experience gained during many years. Staff turnover costs can be summarized as follows [12].

1. The costs related to vacancy: Including costs related to departure interviews, administrative expenses of salary cut and resignation, and the costs of lost knowledge and skill.

2. The cost of hiring new employees: including the cost of advertising and post, recruitment costs (examining job experiences, job interview, conducting recruitment tests to evaluate the skills and talents of employment) and the cost of entering a new person to the organization (employment-administrative filling, issuing identification cards).

3. Training costs: including cost of introduction and justification of new staff, costs spent on training the required skills (booklets, books, and instructors' salary), salary and benefits of the newcomer employees until they are ready to work, cost of the hours spent to determine duties and to describe the tasks to the new staff.

4. Productivity reduction costs: Cost of reduction of productivity of newly hired employee, costs of new employees' possible errors, the cost of completing the key employees' projects after their resignation, the cost of reduction of unit productivity.

As mentioned before, nowadays the key employees' turnover in the leading organizations has become one of the most important concerns of human resource management. Therefore, the organizations that are able to understand the reasons and factors in employees turnover would be able to use effective policies and procedures for maintaining the human resources before they quit. Researches indicate that reduction of staff organizational commitment can cause the tendency for turnover[13]. Organizational commitment is the willingness to survive and putting great effort for the organization, and also accepting the values and goals of the organization. Prior to Porto et al. research (1974), researchers considered job satisfaction as the main reason for leaving job; however, their study showed that organizational commitment too affects the turnover, a result that has not been arrived at before. Also, they concluded that in comparison with job satisfaction, organizational commitment can better predict employees' turnover [27].

Generally, turnover can be done in two ways, in the first case it is direct; in this case the employees willingly or against their will leave their workplace and have no physical presence in the workplace. The second phenomenon is indirect or virtual turnover, in which the employee is present but absent in terms of the mind, thought and expertise and this may be the most dangerous case. So in short the term turnover is defined as: "voluntary departure of the organization's employees, causing interruption in the operation of the organization. And replacing them is costly to the organization and undesirable technically." Turnover may be voluntary and related to job dissatisfaction or may be for personal reasons that are beyond the control of the manager. The turnover may be due to the factory modernization, lack of orders for production, shortage of raw materials and generally, due to the difficult economic situation. In such cases, turnover must be seriously examined and wherever necessary, corrective actions should be performed. However, whatever the reasons for the turnover and absence from work we can expect to reduce them if we create the sense of commitment in the employees. Because as defined in the explanation of commitment, organizational commitment is an attitude regarding the loyalty of the staff to the organization and is an ongoing process by which members of the organization show their interest in the organization and its success. In terms of theoretical aspect, there is a reversed relationship between organizational commitment and absenteeism. Meier et al. stated in a study that there is a reversed relationship between organizational commitment and turnover. Comparing to those who are not committed, committed employees are less likely to leave the organization. Li et al. have demonstrated that organizational commitment over a period of 4 years is predictors of turnover. In a study conducted by Thaminson it was shown that affective commitment and continuous commitment are negatively related to turnover intentions[16]. Therefore, the existence of committed human forces, besides reducing absenteeism, delays and displacements, leads to significant increase of organization performance, staff mental freshness and better manifestation of noble goals of the organization and personal goals. Lack of commitment or a low level of commitment have negative consequences for individuals and organizations; some of the results are turnover, high absenteeism, unwillingness to remain in the organization, decrease of consumer's confidence and a decline in income. Therefore, the second minor hypothesis can be formulated as follows:

There is a significant positive relationship between the decrease of turnover and absence from work among the organization employees and improvement of the performance of the organization.

6.3. Motivating the employees

It should be noted that without identifying the potential talents of the employees and providing the opportunities for the growth and development of organization's human resources taking steps towards sustainable development and

improving productivity is not possible. Because of the key role of the human resources in the development of the organization, satisfying the individual's psychological needs plays an importance role. Therefore, one of the main duties of the manager is to motivate the individuals.

Motivation is the cause of behavior. In other words, no behavior of the individual is without motivation and need as a trigger. Human motivation, whether consciously or unconsciously, is due to their needs. Therefore, the definition of motivation can be: motivation is the inner state or a lack or deprivation which gets human beings to do a series of activities [24]. Another definition of motivation is: "the desire to put great efforts to meet the goals of the organization so that the efforts tend to meet some of the individual needs" [22]. One of the primary duties of the manager is to provide motivation in the staff a high level of performance. Thus, the manager should ensure that the employees work, are regularly present at work and have a positive contribution to the mission of the organization. Job performance is related to the ability, environment and motivation [15]. Motivation is a chain process, starting with need or a feeling of lack and deprivation, followed by demand and causes tension and action towards the goal resulting in the goal oriented behavior. A sequence of this process can lead to the satisfaction of the need. Therefore, motivations will encourage and stimulate the individual to accomplish a task or behavior while motivation reflects a general desire [23]. As discussed in the definition of organizational commitment and its benefits, committed employees regard the job as their own and have a greater participation and motivated to do their job and responsibility better, thus they participate in the decision makings, so that they have more motivation to achieve the goals and decisions that they were involved in because this action will increase the performance of the individuals, their commitment to their work, and their motivation and job satisfaction. Based on the above discussions the third minor hypothesis is formulated as follows:

There is a significant positive relationship between creating motivate in the employees and improvement of organization performance..

Based on the mentioned hypotheses, the research conceptual model is shown as follows:

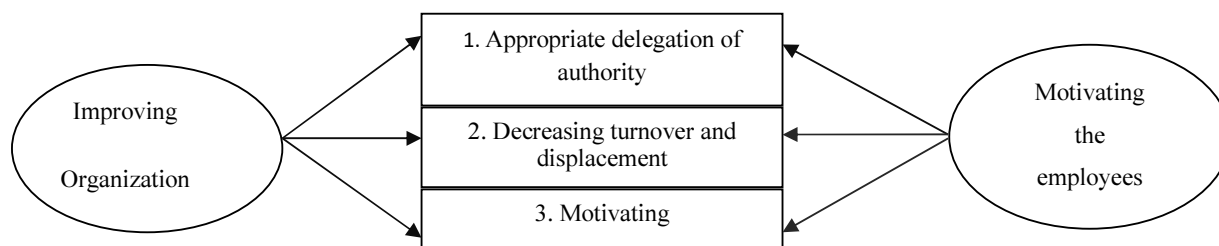


Figure .2. Research conceptual model

7. Methodology

The present study in terms of function and data collecting is a descriptive (non-experimental) research and a branch of correlation. The research methodology is survey study.

7.1. Research variables:

In this study, the independent variable is creating commitment in the employee of the organization and the dependent variable is organization performance improvement.

7.2. Statistical sampling and population:

The population consists of all the employees of National Iranian Drilling Company in Khuzestan province. Sampling is done through stratified random method. The sample size was estimated about 262 people obtained by the following formula:

$$n = \frac{N \times Z^2 \alpha^2 / 2 \times P(1 - P)}{\epsilon^2 (N - 1) + Z^2 \alpha^2 / 2 \times P(1 - P)}$$

Formula .1.sample size calculation

In this formula: P is estimated ratio of attribute variable, (P = 0. 5) and α is the amount of normal variable of corresponding unit with the confidence level of (95%) and ϵ : amount of allowable error ($\epsilon=0.06$) and N is the sized of finite population (18000). Based on the experiences of the researchers, the questionnaire was distributed to 25% higher than the sample size, obtaining 320 completed questionnaires at the end. The main tool for data collection was questionnaire. To do so using the SPSS software (version 16), we created a measure for commitment variable in the employees and improvement of organization performance. In this study, a 30-item questionnaire was used, 22 questions related to the index and dimensions of creation of commitment in the employees and 8 other question were related to improvement of organization performance.

7.3. Determining the reliability and validity of questionnaire:

Cronbach's alpha coefficient was used to determine the reliability. Cronbach's alpha coefficient for creating commitment in the employees with 22 items include %88, and Cronbach's alpha coefficient for organization performance improvement with 8 items includes %71 of the questionnaire. Also to test the validity of the questions we used face

validity as a kind of content validity. To assess the face validity of the questionnaire, the views of experts, academics and skilled professionals were taken into account. To determine the validity of the questionnaire, 35 questionnaires were distributed and collected in the statistical community along with making necessary corrections.

8. The results of research:

As described, 320 questionnaires were distributed among the statistical population. In addition to the 30 questionnaire about the commitment and improvement of organization performance it consists of 4 general questions including age, education level, work experience and organizational position.

8.1. Statistics relating to general questions:

The results of the questionnaire survey on general questions are put forward in the following table.

Table1. Table of statistical sample distribution according to age, education, work experience and organizational position

% Frequency	Frequency		
22.2	71	Under 30 years old	Age
40.3	129	Between 30-39	
32.8	105	40-49	
4.7	15	Above 50	
100	320	Total	
21.06	69	High school diploma And associated degree	Education
50.6	162	Bachelor's degree	
27.8	89	Masters and higher	
100	320	Total	
21.09	70	Under 5	Work Experience
30.0	96	Between 5 -10	
29.1	93	10-20	
19.1	62	Above 20	
100	320	Total	
24.4	78	Staff- technician	Position
63.8	204	Expert- supervisor	
11.2	36	Head	
0.62	2	Manager	
100	320	Total	

8.2. Calculation of the correlation coefficient between the variables:

To test the hypotheses the study has used Pearson correlation coefficient test and SPSS software version 16 to assess correlations between variables. These coefficients represent a significant correlation between the independent variables and the dependent variable and their dimensions towards each other with 99% confidence interval.

Table 2. Table for calculation of the Pearson correlation coefficient between the variables

	Improvement of organization performance	Significant Level
Employee commitment	0.765	0.001
Appropriate delegation of authority	0.747	0.001
Reduction of turnover and displacement	0.551	0.001
Motivation the employees	0.685	0.001

As described the Pearson correlation coefficient was used for testing research hypotheses. The correlation coefficient between total scores of employee's commitment and improvement of organization performance was 0.765 with the frequency of 320 people and with the alpha level of 0.01 which verifies the main hypothesis. ($P = 0.001 < 0.01$)

Moreover, the correlation coefficient of commitment in the staff includes appropriate delegation of authority, reduction of turnover and displacement and motivating the staff with improving the performance of the organization according to the above table are 0.747, 0.551, and 0.685 respectively with the alpha level of 0.01 and with frequency of 320 people which verifies the first, second and third hypotheses.

8.3. Multiple regression analysis:

To investigate the effect of concomitant variables of appropriate delegation of authority, reduction of turnover and displacement, motivating staff input model multiple regression test was used. The results are listed in the following table:

Table3. Input model multiple regression analysis with respect to the predictor variables and the criterion variable of improvement of organizational performance

F P	The coefficient of determination on RS	Multiple correlation coefficient MR	Significance Level P	T Value	Standardized coefficients β	Not standardized coefficients B	Predictor variable	Criterion variable
194.848 0.001	0.806	0.0649	0.001	11.801	0.505	0.500	Appropriate delegation of authority	Improvement of organizational performance
			0.001	6.577	0.313	0.302	Motivating	
			0.001	2.383	0.104	0.074	Reduction of turnover and displacement	

Statistical findings (Table 3) show that multiple correlation coefficient for the combination of appropriate delegation of authority, reducing turnover and motivating the staff to with improvement of organizational performance is MR = 0/694 and RS = 0/806, and the regression equation F (194/84) with a significance level of $P = 0/001 < 0/01$ is meaningful. In conclusion it can be said that considering the results of β coefficient in the above table and significance level the degree of influence of the variables from the highest to lowest include: proper delegation of authority, creating motivation, and finally reducing turnover at displacement.

9.DISCUSSION AND CONCLUSION

The existence of committed human forces, besides reducing absenteeism, delays and displacements, leads to significant increase performance, staff mental freshness and better manifestation of noble goals of the organization and personal of organization goals. Lack of commitment or a low level of commitment have negative consequences for individuals and organizations; some of the results are turnover, high absenteeism, unwillingness to remain in the organization, decrease of consumer's confidence and a decline in income. Now with the explanations presented it seems that organizational commitment as an important issue should be expanded in the organizations and be given more attention.

Besides, organizational development is considered as one of the practical tools for strategic programs and fundamental changes in the organization. If the need for change is not realized and superintendent managers of the organization do not believe in the necessity of the change promoting new values and behavior patterns for organizational improvement is almost impossible. Researches indicate the major weakness of most companies and organizations is low organizational performance and as a result reduction of productivity. Identifying ways to improve the performance of the organization through applying human oriented approach based on management strategic thinking and targeting management actions with practical and common methods are important issues. Therefore, as discussed in this article commitment among employees has significant effect in improving performance of the organization. According to the research findings it can be concluded that there is a significant positive relationship between the dimensions of the employees' commitment (delegation of authority, reducing turnover and motivating the staff) and improvement of the performance of the organization, and existence of commitment in the employees of the National Iranian Drilling Company will directly contribute to improving the performance of the organization. Based on multiple regression analysis the study established a ranking of the dimensions of creating commitment in the staff, and revealed that best ranking goes to the appropriate delegation of authority and the lowest rank goes to reducing turnover and displacement. Therefore, to improve its performance the National Iranian Drilling Company should invest on the dimensions of the appropriate delegation of authority, creating motivation, and finally reducing turnover and displacement, respectively. Thus, according to the results of research, some recommendations are offered to National Iranian Drilling Company and other similar companies to enable them to build commitment and ultimately to improve the performance of the organization.

10.Suggestions:

It is hoped that companies and organizations utilize these topics to prepare the basis for their comprehensive development:

- Raising employees' emotional bonds and engaging them with the organization's goals;
- Improvement social networking at work and Removing work barriers
- Involving employees in decision-making;
- Evaluating employees' performance to provide feedback on work
- Describing the goals and missions of the organization
- Emphasizing on those aspects that are causing social value for the organization;
- Establishing appropriate encouragement and punishment system;
- Eliminating discrimination and inappropriate relationships among individuals in the workplace;
- Giving relative autonomy for doing the tasks;
- Providing appropriate basis for the creation of employee's creativity and innovation;
- Enriching the job and Granting facilities and Assigning higher level of responsibility to the individuals to do the job.

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